



**WSCS
Consulting**

Think Beyond

**Township of Douro-Dummer
Service Delivery and Operational Review**

Final Report - August 24, 2020



**NEW DIRECTION
SUSTAINABLE FUTURE**

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Service Delivery and Operational Review

NEW DIRECTION, SUSTAINABLE FUTURE

1. EXECUTIVE SUMMARY

The Township of Douro-Dummer (the “Township”) is a lower tier municipality in Peterborough County which was formed through amalgamation in 1998. It retains a mixed ward/at-large electoral system which keeps its pre-amalgamation history intact. Its permanent population of 6,709 balloons in the summer months with those eager to escape the city for more tranquil surroundings and lakefront living. Its proximity to the Greater Toronto Area (GTA) and relatively low taxes makes the Township very attractive for families and retirees. Growth to the east of the GTA is increasing rapidly and the Township is seeing some of this expansion, primarily residential.

In order to be ready for this growth, the Township needs to put the foundation in place to support the increased demands. This includes organizational capacity, systems,

policies and processes that support the long-term strategic vision for the community.

WSCS Consulting Incorporated (WSCS) was engaged to assist the Township through a Service Delivery and Organizational Review, funded by the Municipal Modernization Fund. This fund was created following the release of the government regional review. Steve Clark MPP announced that it “*would not be forcing amalgamation on any municipality but did offer funding to audit financial books and review how services are delivered.*” “Municipal leaders responded by stating that; “*People expect the province and municipalities to work together... When we work together to meet shared goals, we can deliver better services for people, and respect for taxpayers.*”¹ Our review revealed that the Township is at a critical juncture. It has seen retirements of long-serving managers in the last six months and organizational challenges that have put significant strain on service delivery. Work management has been primarily reactive and little focus has been placed on long-term planning. The Township must look

¹ Association of Municipalities of Ontario President

at new ways of doing business and deliver services in a sustainable manner.

There is a lack of defined accountability framework which has resulted in confusion of roles and duplication of effort. While the Township has made some strides in technological advancement, processes remain manual and paper-based. Systems are underutilized and there is a lack of integration between systems. There has been insufficient attention to the implementation of systems and training leading to a significant amount of non-value-added activities and a waste of staff talent. All this being said, one cannot deny the Township has many dedicated staff who serve customers well and have a desire to make process improvements. By doing so, staff will gain the capacity needed to concentrate on the more value-added work such as long-term planning, analysis and enhanced customer service.

Municipalities are expected to look for better ways of doing business and becoming more efficient. Given COVID-19, there is heightened need to move to paperless, contactless processes and services including; online applications, electronic notices, bills, and document management. Being able to access information remotely in one place, has never been more important. The Township has done some work in this regard, but more effort is needed.

Our report provides 74 opportunities for the Township and a roadmap towards sustainability, improved customer services and employee morale. We are confident that the recommendations in this report are achievable but will take three to five years to implement and will require an

investment of money and resources in order to achieve long-term savings. In total, the investment of \$1.1 million is estimated across the 74 recommendations with savings of \$620k in the first 3 years. Over a 10-year period, we estimate savings and/or cost avoidance of \$5 million. Much of the investment requires technology and training (\$200k). These costs as well as professional expertise could be reduced through partnerships and sharing. We do recommend that all municipalities in PB County create a Shared Service Task Force with the view to eliminate duplication of effort and improve customer services. Particular areas of focus should include recreation, waste management, winter control, fire services, development/building/bylaw services and all corporate services.

We also believe that implementation of the recommendations requires a governance structure and a change management strategy to keep the momentum going. If the Township does not manage the “PEOPLE SIDE OF CHANGE”, it will not be successful.

We highly recommend the Township assign a “corporate champion” to provide oversight for the implementation of these recommendations with regular progress reporting towards the results.

2. PROJECT OBJECTIVE

The objectives of the Service Delivery and Operational Review were identified in the RFP as follows:

1. Assess the degree to which the organizational structure, resources, procedures and systems are in place to meet operational requirements and objectives;

2. Compare the municipality to others - identify “best practices”, assess processes and identify areas of efficiency; and
3. Provide recommendations regarding organizational structure, eliminate duplication and overlap in roles/responsibilities, improve technology utilization, improve service quality and delivery time, identify new revenue sources and cost savings.

The desired outcomes of a Service Delivery Review are summarized in Figure I. **Error! Reference source not found.**



FIGURE I:SERVICE DELIVERY REVIEWS - KEYS TO SUCCESS

Figure 2: 10 CRUCIAL QUESTIONS for Service Delivery Reviews were explored as part of the analysis of each Township service. These questions provided for both internal and external view of the services and how they currently perform in relation to the expectations from the Township’s stakeholders.

1. Do we REALLY need to be in this business? This question arises through the evaluation of mandatory and discretionary services. The determination of how a mandatory service is delivered is addressed as part of question 9.



FIGURE 2: 10 CRUCIAL QUESTIONS

2. What do citizens expect of the service and what outcomes does council want for the service?

This would typically require consultation on levels of service and expectations. Because the scope did not include community consultation, we utilized documentation and service requests to determine the level of satisfaction with the services.

3. How does current performance compare to expected performance?

Like Question 2, we utilized the performance data that the Township currently collects in order to assess the degree to which the current performance meets the expectations. Where performance measures were not available, we made recommendations for new or updated key performance metrics to be collected and monitored in the future.

4. Do the activities logically lead to the expected outcomes?

The review of each service included an assessment of the processes and practices utilized to deliver the services. As discussed in this report, the Township does not have a strategic plan for all services. Therefore, we have utilized typical expected outcomes for the services where plans were not published. For example, By-law Enforcement desired outcome is typically an increase in compliance, and reduced complaints. While the Township does not have a specific target, we assessed the degree to which the activities undertaken in Bylaw services would reduce non-compliance.

5. How is demand for the service being managed?

This question points to the management practices and systems to anticipate workload demand, assign resources and report on results.

6. What are the full costs and benefits of the service?

Full cost entails the assessment to deliver the service including utilizing assets. The ability to assess these costs is directly related to the way the municipality collects and assigns costs to the service. Benefits, points to the determination of “who is better off” as a result of the services provided.

7. How can benefits and outputs of the service be increased?

By looking at how services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results. Outputs can generally be increased with improved processes or alternative mechanisms to produce more results.

8. How can the number and cost of inputs be decreased?

Inputs include staff time, materials and supplies, as well as utilization of assets to deliver services. Becoming more efficient means decreasing inputs but producing the same or more results. That is, lower costs per unit produced. Typically, this is achievable through elimination of non-value-added activities (duplication, errors, inventory, waiting, extra/over-processing) in processes (LEAN), better management of assets and life cycle costs. Technology is one way in which the cost of inputs can be reduced. Improved maintenance practices for assets will also reduce costs, including loss due to downtime.

9. What are the alternative ways of delivering the service?

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, and or private/public partnerships.

10. How do we balance the needs of today while planning for tomorrow?

This is the review of the service over a continuum of time. Long-term service planning includes an analysis of current demands vs. forecasting for the future.

3. PROJECT SCOPE

1. **Project Initiation:** Met with Council to provide an overview of the project and allow for questions and clarification. At this meeting, Council decided that the project should be governed by a Steering Committee represented by Council, staff and management.
2. **Steering Committee:** Formulated at the commencement of the project. Staff were canvassed to volunteer for representation. The Steering Committee included the; Interim CAO, Chief Building Official, a full-time Equipment Operator, Deputy Mayor Moher and Councillor Watt.
3. **SWOT (Strengths, Weaknesses, Opportunities and Threats)** focus groups held with Council and staff in March, 2020.
4. **Staff Engagement Survey:** Development and Administration of staff survey from April 2-26, 2020.
5. **Council Survey:** Conducted an online survey from March 30 to April 11, 2020.
6. **Environmental Scan:** Reviewed relevant documentation; benchmarked Township services against comparators to identify opportunities for improved efficiencies and effectiveness; met with key stakeholders (e.g. Mayor, Council, CAO, Senior Management Team and staff) to understand the current operating environment.
7. **Review of Current Service Delivery Model:** Developed an inventory of programs, services (service profiles) and processes provided by the Township.
8. **Opportunity Identification:** Identified potential opportunities to achieve the most efficient and operationally effective approach to service delivery and organizational structure. Three separate sessions were held to allow Council and the SDR Steering Committee to provide input and reaction to opportunities identified. Additional analysis was performed following these sessions to enhance the findings in the final report.
9. **Final Report & Presentation:** Developed and presented a final report with recommendations on the Township's service delivery model to Council and Steering Committee.

4. METHODOLOGY

Our methodology included a combination of documentation reviews (over 700 files), consultations, focus groups, interviews, system walkthroughs, benchmarking and data analysis (Figure 3). This work was undertaken over a five-month period

commencing February 2020 with an interim report delivered to Council in May 2020.

The opportunities were presented to Township Council and the Steering Committee in June 2020.

Updates to this final report include comments and recommendations from these groups.

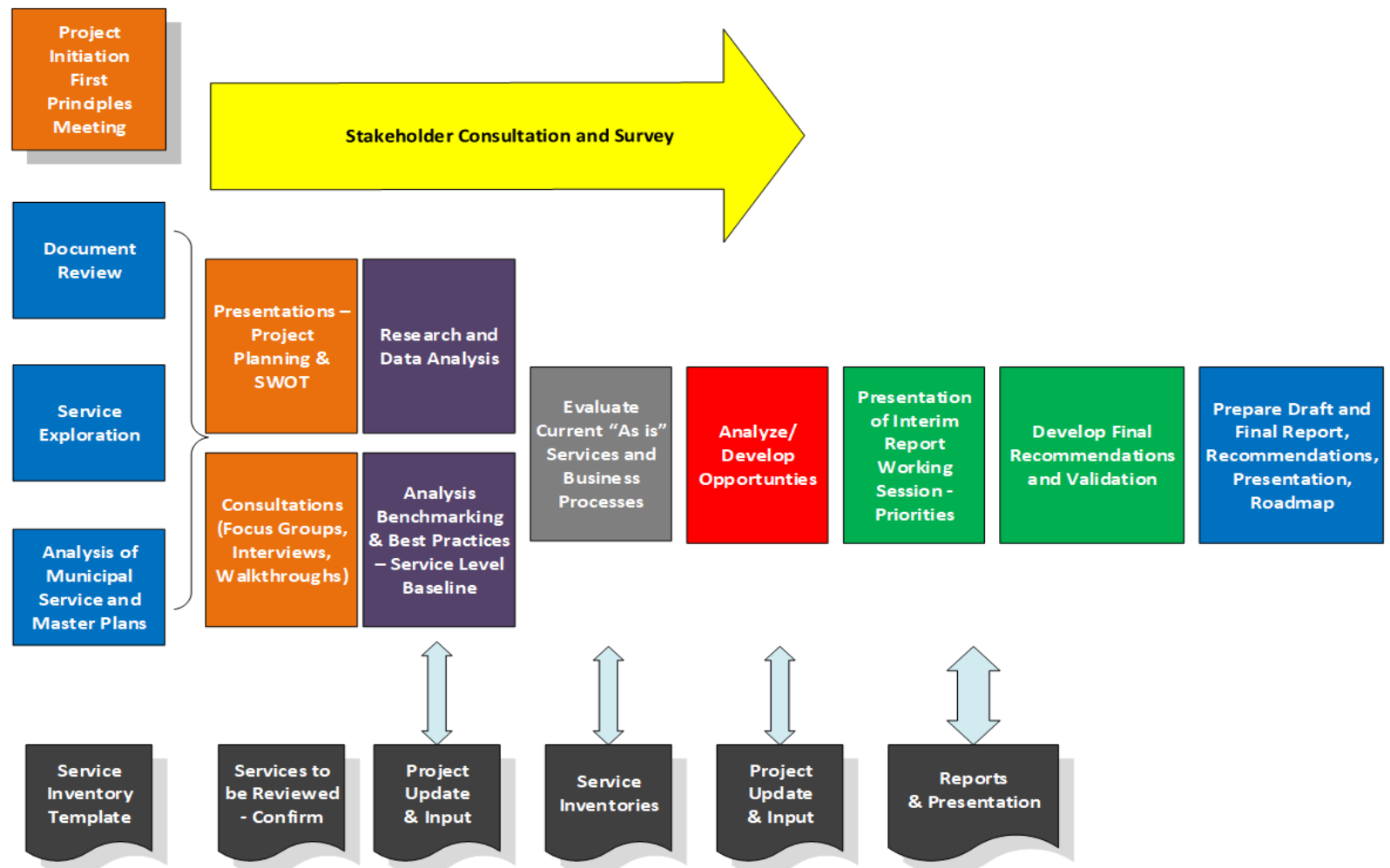


FIGURE 3: PROJECT METHODOLOGY

5. FINDINGS, RECOMMENDATIONS AND OPPORTUNITIES

In assessing services and processes, WSCS utilized LEAN Six Sigma (LSS) methodologies which **focus on the customer** with the view **to eliminating non-value-added activities (waste)** and decreasing variation in services which lead to service expectation gaps. At the outset of the project, we took the opportunity to provide an introduction to LSS to the SDR Steering Committee so that there was an understanding of the language and approach. As will become evident in this report, we found that there are many opportunities for the Township to improve its customer services and reduce cycle time and cost of delivering those services. This will not come without a concerted effort and some investment. It will also require a change management strategy and corporate oversight.

Council, management, and staff participated in SWOT sessions which revealed strengths and weaknesses, as well as opportunities identified from each of their perspectives. Many successes surfaced through these sessions and from our consultations which provide the foundation for the Township's future (Figure 4). In our opinion the Township is well positioned to take on the next steps.

Figure 5 provides a high-level summary of our findings where there are opportunities for improvement. It is imperative for Council, staff and management to understand that these findings are in no way meant to indicate that the Township is not doing a good job. It is apparent that staff have done their absolute best with the tools, training and resources available.

To be sustainable, the Township needs to modernize and improve operations and services. That is the essence of Lean Six Sigma – to continuously strive for excellence.

In summary, this report identifies 74 recommended opportunities following this extensive review of; services, organization, communications, policies and processes.

The recommendations are intended to build on the Township's strengths, eliminate its weaknesses, preparation for the future, and combat potential long-term threats. Each opportunity has been ranked based upon the level of effort and impact to assist in the development of the Township's roadmap included in this review.

Opportunities have been grouped into the following categories:

1. Governance – Setting policy, direction and future priorities.
2. Organization – Ensuring adequate human resources are in place for success.
3. Technology and Processes – Leveraging technology to increase knowledge and capacity for change. Improving processes and becoming LEAN by eliminating non-value-added activities.
4. Management and Performance – Financial, economic and environmental sustainability requires improved planning, reporting, data analytics and long-term views are needed to make better evidence-based decisions. Develop performance metrics and monitor against the Strategic Plan and Departmental Business Plans.

Internal Control and Risk Management Frameworks ensures stewardship of resources and protection of assets.

5. Serving Customers – Community engagement and citizen-centered services.

6. Facilities Management – Rationalization of space, improving health and safety, repurposing community centres and recreation services and employment that attract people to live and play in the Township.

The Report is in the hands of Council and Township management to determine which opportunities will be pursued and when. This may result in further engagement across the organization through presentation of the opportunities to staff in a series of focus groups or other forums. Change management will be needed to make many of the changes. We would strongly suggest the development of a change management strategy to engage staff throughout the organization and to ensure success. Change management enables employees to adopt a change so that business objectives are realized.

Many of the opportunities require a ‘one-time’ investment in people, technology and planning., The improvements in processes and services, will ultimately lead to better service, and increased capacity that will allow for more proactive approach to work, planning and data analysis.

Some of the recommendations and opportunities identified will allow the Township to meet its legislative or mandatory obligations, particularly asset management. Not all opportunities will produce immediate cash “savings” but rather better services, management, and elimination of non-

value-added activities which will ultimately lead to increased service capacity. As a whole, the Township should adopt a culture of continuous improvement and modernization. This means that ongoing investments in improvements should be built into every departmental business plan with financing and performance expectations.

The Township is expected to grow in the future.

There is still so much uncertainty related to COVID? Many people are fleeing cities for a more rural lifestyle but access to necessities. The Township’s beauty and natural surroundings are very attractive to those seeking this refuge. The opportunities identified in this report are required investments to ensure it has a solid foundation for the future and work towards becoming a high performing organization to serve its citizens.

6. BUILDING ON SUCCESSES

While many of our findings in this report focus on areas for improvement, the Township can be proud of what it has achieved with its limited resources. The roadmap outlined in the recommendations are built on the foundation created by the following successes:

1. Township staff and management are to be commended for their customer service skills and their drive to yield a positive outcome for the customer.
2. The staff are dedicated, knowledgeable and work well in teams. Collaboration with departments is evident.
3. Relationships with the County and other municipalities are strong representing opportunities for the future.
4. While much work is ahead, many strides have been made in terms of technology such as the implementation of E-scribe agenda management, procurement of the MESH asset management and work order system, BookKing, online building permits and Microsoft Dynamics GP.
5. While the website and online processes are limited, the development of a new website strategy is planned in the near future.
6. In the absence of online payments, Finance has been successful in promoting pre-authorized payments and electronic funds payments.

7. The Edwards Pit Project presents opportunities that few municipalities can leverage but must be carefully and thoroughly analyzed before making long term commitments.

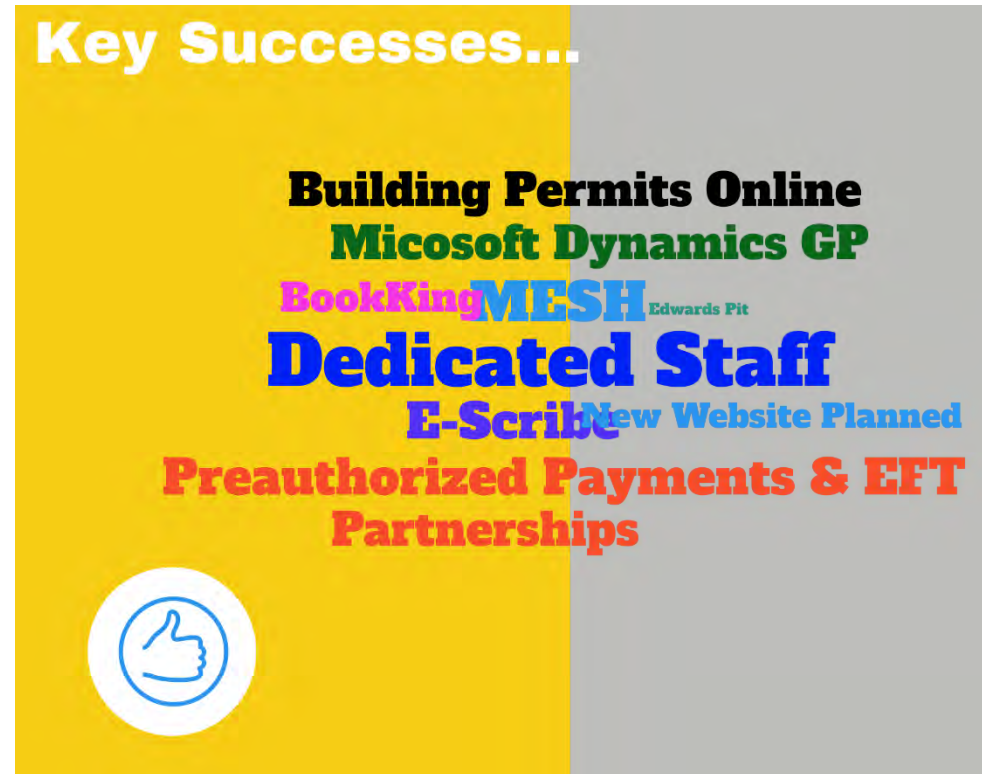


FIGURE 4:KEY SUCCESSES

7. KEY FINDINGS

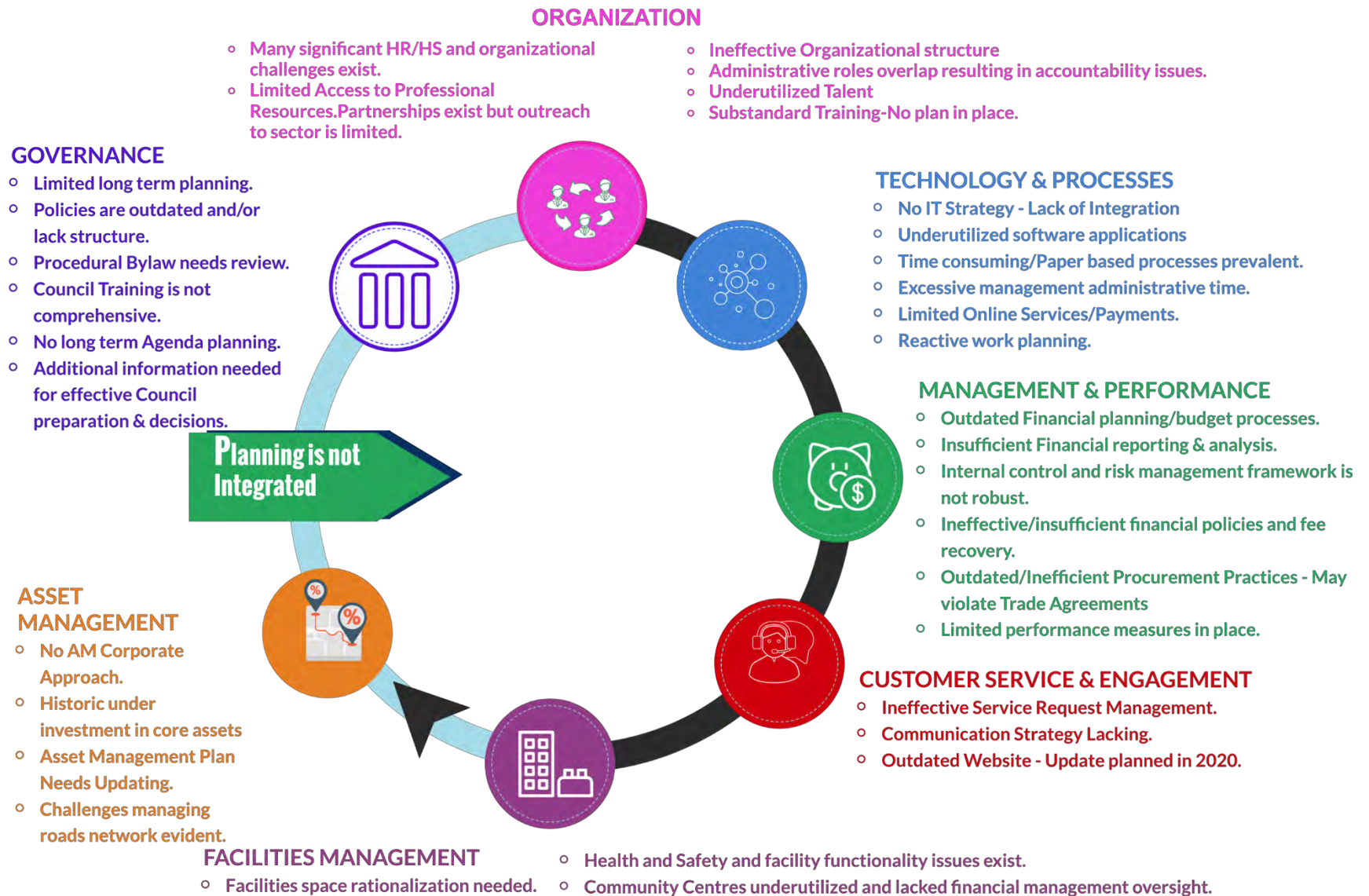


FIGURE 5: SUMMARY OF KEY FINDINGS

8. SUMMARY OF RECOMMENDATIONS

Service Delivery Review - Recommendations

7. Asset Management

- 7.1 Assign/Recruit Corporate AM/IT Project Manager and Departmental Champions
- 7.2 Update AM Plan
- 7.3 Develop Processes and Deliver Training
- 7.4 Roads and Pit Rationalization

6. Facilities Management

- 6.1 Align Space in Township Hall
- 6.2 Undertake Facility Condition Assessments
- 6.3 Revitalize PW/Fire Facility Review
- 6.4 Expand or repurpose Community Centre
- 6.5 Review Recreation Programming

5. Customer Service & Engagement

- 5.1 Procure/Implement New Service Request Module - Online
- 5.2 Develop a Community Engagement Strategy
- 5.3 Update Website & Public Information

1. Governance

- 1.1 Develop Strategic Plan
- 1.2 Update Policies - Delegate Procedures
- 1.3 Revisit Procedural Bylaw
- 1.4 Expand Council Training
- 1.5 Initiate Long Term Agenda Management Plan
- 1.6 Improve Council Access to Information

2. Organization

- 2.1 Create HR Committee
- 2.2 Outsource Professional Services
- 2.3 Implement New Organization Structure/Roles
- 2.4 Revamp Job Descriptions/Review Pay Equity
- 2.5 Undertake Skills Inventory, Training Assessment
- 2.6 Develop Change Management Strategy

3. Technology & Processes

- 3.1 Develop IT Strategy including Integration Plan
- 3.2 Digitize, Improve and Document Processes- LEAN Six Sigma
- 3.3 Train on Processes and Software implementation

4. Management & Performance

- 4.1 Modernize Budget Processes - Procure Budget/Reporting Software
- 4.2 Improved Financial and Performance Reporting and Analysis
- 4.3 Develop an Internal Control and Risk Management Framework - Improve oversight & controls including insurance and procurement
- 4.4 Undertake fee study and expand revenue/ shared service opportunities



FIGURE 6: SUMMARY OF RECOMMENDATIONS

9. RANKING THE OPPORTUNITIES

Figure 7 is provided to assist the Township in prioritizing the 67 opportunities identified in the Service Delivery Review report. The numbers contained in the diagram identify the recommendation number by category in the legend to the right.

It is noted that the report has not included any recommendations in the High Effort, Low Impact or Low Effort, Low Impact quadrants. This is because we have determined that many small opportunities exist and the report would be overwhelming. We have included only recommendations where the impact will be high but the effort may be low or high. The order that opportunities should be implemented would be:

- (1) bottom right quadrant (low effort, high impact),
- (2) top right (high effort, high impact).

This recommendation is to allow the Township to realize “quick wins” to reap the benefits of enhanced capacity for the recommendations requiring high effort. Further, “quick wins” will provide the incentives for staff to continue to improve customer satisfaction.

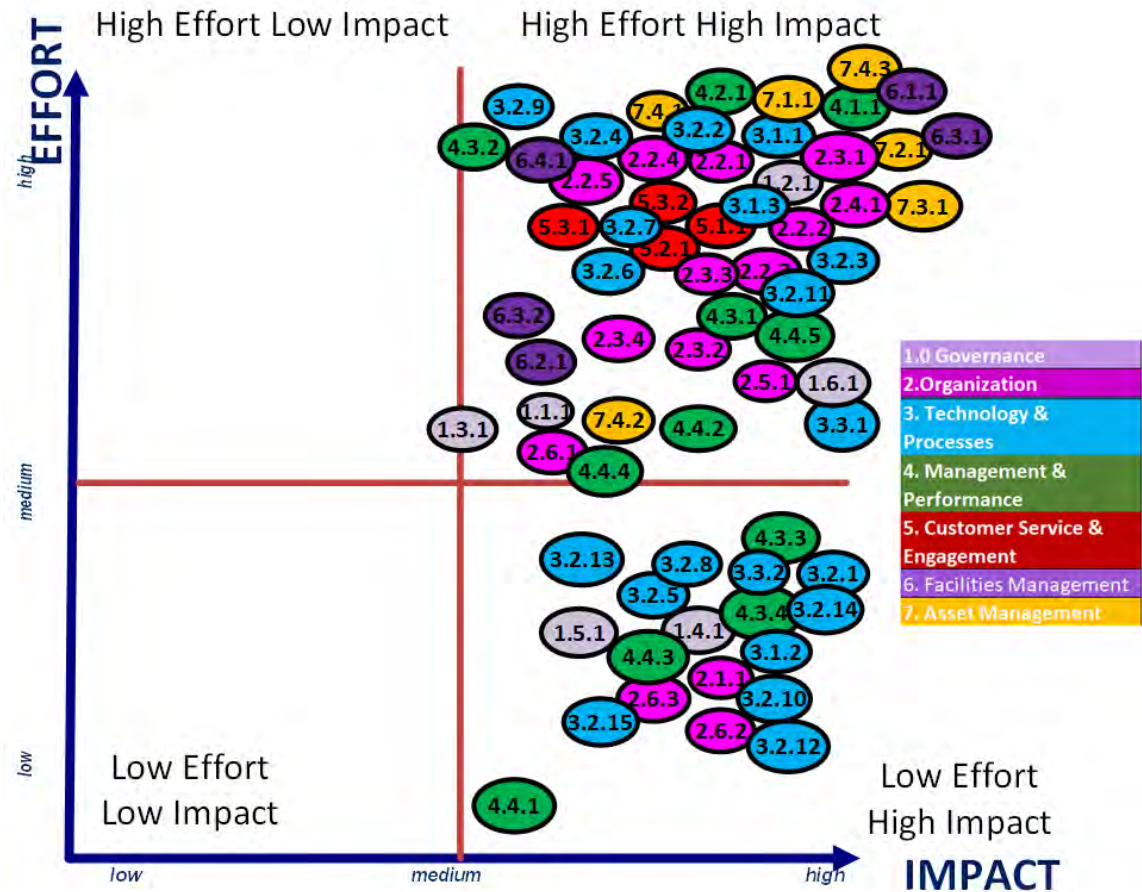


FIGURE 7: OPPORTUNITY RANKING

10. SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

GOVERNANCE

i. Limited long-term planning.

The Township is reactive and this can be partly attributed to the last “Strategic Plan” developed for 2015-2018. Goals and strategies were outlined but no specific funding, performance metrics or accountabilities were identified. Many of the actions did not have SMART (Specific, Measurable, Achievable, Relevant, Time Bound) objectives but many achievements were realized. The current term of Council did not undertake a similar exercise leaving the administration to determine the priorities or simply “react” to the daily pressures encountered. The vision for the Township is not clear and staff are doing their best to achieve results without specific performance measures in place.

While there is limited time remaining in this current term of Council to develop a long-term strategic plan, this Service Delivery Review provides many elements to build upon. The SWOT exercises with Council and staff, the assessment of the current state of the Township’s systems, processes and policies and the organizational review are the first stages of any planning process. The recommendations contained in this report provides a roadmap for sustainability and service excellence. The next step is to engage the community to build a 20-year vision. And what better time to do that than before the next municipal election? This will serve many purposes. Not only will it solidify a new community engagement strategy, the Township can use this opportunity to consult on

its Asset Management Plan, a requirement of O.Reg 588/17, and a long-term financial plan.

ii. Policies are outdated and/or lack structure.

Policies are documented but many are outdated and contain a blend of procedures and processes. This blurs the lines between the policy makers (Council) and the policy implementers (Administration) who must establish administrative practices in order to implement Council decisions. As well, there is no current practice to review policies on a regular basis which would instill Council’s oversight role.

iii. Procedural Bylaw needs review.

The 2018 procedural bylaw lacks structure and specifics. While the bylaw allows for a Committee of the Whole to occur, it is not a set schedule. This results in little time to debate as the item is presented to Council for the first time which is an inadequate forum for fulsome discussions. It also provides Council little time for preparation and research. The expanse of human resources issues that are facing the Township warrant a different approach that will allow for confidential matters to be discussed, human resource policies and issues to be evaluated.

iv. Council Training is not comprehensive.

Council training is limited to new councillors and/or conferences or individual training. This does not allow for the advancement of council as a team. The expanding role of municipalities and the complexities demand that Council receive comprehensive, and ongoing training including;

matters related to governance, parliamentary procedures, asset and financial management and regulatory requirements.

v. No long-term Agenda planning.

Agenda management planning is short term. This makes it more difficult for Council to prepare and research in advance of significant issues.

Recent implementation of E-scribe agenda management has improved the preparation process but is not fully operational to the point that resolutions are searchable. At the time of this review, additional training was identified to increase the utilization available software features. As streaming of council meetings continues, it would be beneficial to have longer term agenda plans so that citizens and delegations are alerted in advance of agenda items to be considered. E-scribe has public commenting modules that would increase public engagement and allow for improved consultations on planning applications.

vi. Additional information needed for effective Council preparation & decisions.

Access to information and resolutions by Council is limited to those on the website or questions of the Clerk. Council should be able to undertake their own research without adding to staff workload. Open Government demands that the information be transparent and easily accessible. E-scribe can assist in developing the database of resolutions.

We also noted that business cases are not always provided to support findings and recommendations contained in Council report. This may be partly due to the fact that the departments have limited access to customer service

requests, financial information and key performance indicators are not always tracked. Dashboards can provide management, staff, Council and the public with real-time information that will allow for better information and demonstration of value.

i. Duplication of services and effort exist between DD and other municipalities leading to increased cost and do not reflect the Voice of the Customer.

In reviewing the services provided by DD, its neighbours and the County, we found that there are opportunities to increase service and deliver at lower cost and reduce confusion on the part of customers. It is well known that citizens do not understand the roles and services of the different levels of government. Some services delivered by municipalities are mandatory but the tier in which they are delivered is somewhat, determined by the municipal council. For example, water/wastewater, waste management, economic development services are managed by the upper tier in many regions.

In the case of PB County and the lower tiers, including DD, there are areas of overlap but also possible synergies that could be realized through inter-municipal shared services. In particular, waste management services are confusing, partly delivered by the County and partly by the lower tier. Recreation is an area where all municipalities could benefit by sharing facilities to increase utilization and partner on programming. In fact, DD's neighbours, Havelock Belmont Metheun (HBM) and Asphodel-Norwood (AN) are in the process of undertaking a Recreation Master Plan. This could

be done as a partnership. This has been done in other jurisdictions such as Lanark County where 3 municipalities (Tay Valley, Drummond North Elmsley and Perth) have undertaken a joint plan and share all facilities and programs with a levy specific for that purpose.

Inter-municipal agreements exist for some winter control activities but additional opportunities exist to reduce cost. In terms of corporate services, technology integration and sharing with the County and other municipalities could result in overall lower costs and better services for citizens. In some cases, DD has partnered with the County on procurement of services and materials but this could be expanded. Other corporate services such as finance, human resources, legal services could also benefit from sharing of services. This could be in the form of a corporate service “hub” whereby transactions are managed for a group of municipalities, particularly if the municipalities utilize the same software. HR services could be provided in a similar fashion.

It is this type of innovation that is being sought by the provincial government. Since each municipality has representation at the County level, it would make sense to launch these talks at that level. However, it must also be driven at the staff/management level with incentives and support.

GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _ Internal + External	Comments/ Assumptions regarding costs and savings
1.1 Develop Strategic Plan	1.1.1 Undertake an update to the Township Strategic Plan	Develop a Township Strategic Plan. Prepare prior to next term of Council by undertaking Community Engagement New CAO to lead process. In conjunction with the next Strategic Planning exercise, develop key performance indicators with accountabilities, business plans and accountabilities. Ensure Plans are supported with SMART objectives and accountabilities.	2021	\$28,800	CAO and Corporate Project Officer to undertake. Estimated 30 days' work.
1.2 Update Policies - Delegate Procedures	1.2.1 Develop a Policy Review Process.	Develop a practice of governance oversight through the routine review of "key" policies (at a minimum once per council term) in order to instill Council's oversight role. Remove procedures from corporate policies. Develop a Policy Review Process. Transition existing policies to set guiding principles, accountabilities and direction as opposed to procedures. See Appendix D for a sample.	2021	\$25,067	Assign to each manager. Policy framework to be developed by CAO and Clerk. Approximately 40 days' work over 3 years.
1.3 Revisit Procedural Bylaw	1.3.1 Undertake a review of the Procedural By-law including all advisory committees.	Undertake a review of the Procedural By-law to prioritize and allocate time for critical discussion in areas of policy development - potentially consider a "Committee of the Whole" option within the framework of the Council meeting. As part of this review, all advisory committees, boards and agencies should be reviewed with a view to ensure they are aligned with the (future) Strategic Plan. Establish clear mandates with full terms of reference and ensuring appropriate resources are allocated to support the work. See Appendix for recommended changes.	2020	\$1,050	Clerk to develop (21 hours) and present to Council.

GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
1.4 Expand Council Training	1.4.1 Develop a comprehensive Council Training Program.	Municipal issues are demanding a greater amount of Council attention and understanding of evolving issues. Council should allocate both time and financial resources to ensure ongoing Council training. This could be a joint project with other municipalities.	2022	\$30,000	Annual cost of \$10,000
1.5 Initiate Long Term Agenda Management Plan	1.5.1 Develop an annual agenda management plan.	Clerk should support the CAO through E-Scribe's workflow tracking with enhanced agenda management process- This shift will require a team effort by the senior management team. Look to joint project with County or other municipalities to share software solutions.	2020	-\$3,250	Clerk to develop (35 hours) requires consultation with management and present to Council.
1.6 Improve Council Access to Information	1.6.1 Provide Access to Resolution Database in Escribe.	Provide Access to Resolution Database in Escribe. Move to "business case" approach to Council meetings and provide expanded information through dashboards. Escribe software has additional modules that may assist the Township with expanding community engagement and delegation management. Following the implementation of a new budget process and customer service requests, provide real time dashboard data to Council.	2021	\$0	Included in IT training and strategy.
1.7 Create a Shared Service Task Force	1.7.1 Develop a Shared Service Task Force	As part of a long-term strategy, undertake a joint service review with the County and neighbouring municipalities for shared services. Look at Recreation, Waste Management, Winter Control, Corporate Services and Fire.	2021	\$0	Managers and Council- Estimated 420 hours. Savings will offset costs in 3 years. This is a very conservative estimate. Savings likely \$1million per year.

GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
1.7 Create a Shared Service Task Force	1.7.2 Undertake a joint Recreation Master Plan with neighbouring municipalities	Undertake a joint Recreation Master Plan with HBM, Asphodel Norwood and North Kawartha to share services, and improve utilization of all facilities, determine right mix of programs for delivery. Joint implementation of BookKing where all facilities can be booked online. Many municipalities have undertaken similar joint projects and are seeing mutual benefits.	2020	\$0	External Consultant and Recreation Manager time - 30 hours. Long term Savings and increased utilization will cover costs.
1.7 Create a Shared Service Task Force	1.7.3 Explore upload of Waste Management to County.	Peterborough County provides waste reduction services to all residents. Each Township provides garbage collection and manages transfer stations. Each Township provides varying levels of waste management services to its residents and is responsible for its own transfer stations and/or landfill sites and any bag tag/limits/user pay system or policy enforcement. Economies of scale, reduced overhead and administration can be realized through one provider as well as improved customer service.	2020	\$0	PW Manager time -30 hours. Long term Savings and increased utilization will cover costs
1.7 Create a Shared Service Task Force	1.7.4 Undertake a joint Winter Control plan.	Undertake a joint Winter Control plan and update intermunicipal agreement to eliminate duplication and overlap between the County, neighbouring municipalities and DD services.	2020	\$0	PW Manager time -120 hours. Long term Savings and increased utilization will cover costs

GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
1.7 Create a Shared Service Task Force	1.7.5 Explore Shared Corporate Services and County wide 311.	Work with County, neighbouring municipalities to find joint services to access professional support, eliminate duplication of effort in IT, HR, Clerk services and Finance. In particular, explore shared services for long term financial planning/budget software and development, payroll, financial processing, HR advice, IT strategy, software and application support, marriage licenses/ceremonies, agenda/records management software, asset management professional services. This will increase overall services and decrease costs for DD residents.	2020	\$0	External Consultant and Various Manager time - 120 hours. Long term Savings and increased utilization will cover costs
1.7 Create a Shared Service Task Force	1.7.6 Review Fire Services County-wide	Undertake a fire services review across the County - many municipalities are doing this under modernization projects (Northumberland, UCLG).	2020	\$0	External Consultant and Fire Chief time - 40 hours. Long term Savings and increased utilization will cover costs
1.7 Create a Shared Service Task Force	1.7.7 Review possible Planning and Building/Bylaw Services	Undertake a shared service review for building/planning and bylaw services with view to develop synergies between Townships and possible sharing of software and resources.	2020	\$0	External Consultant and CBO time - 40 hours. Long term Savings and increased utilization will cover costs

GOVERNANCE IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
1.1.1	Update Township Strategic Plan	0	28,800	28,800		
1.2.1	Review Policies	0	25,067	25,067		
1.3.1	Update Procedural Bylaw	0	1,050	1,050		
1.4.1	Council Training Program	30,000	0	30,000		
1.5.1	Annual agenda management plan	0	-3,250	-3,250		
1.6.1	Provide Council Access	0	0	0		
1.7.1	Create Shared Service Task Force	100,000	-100,000	0	2	
1.7.2	Joint Recreation Master Plan	30,000	-30,000		3	-500,000
1.7.3	County wide Waste Management	25,000	-25,000		2	-400,000
1.7.4	Undertake a joint Winter Control plan	0	0		1	-50,000
1.7.5	Explore Shared Corporate Services	40,000	-40,000		2	-500,000
1.7.6	Review Fire Services County-wide	40,000	-40,000		3	-200,000
1.7.7	Review Planning and Building/Bylaw Services	40,000	-40,000		2	-400,000
	Total Governance	305,000	-223,333	81,667		-2,050,000

ORGANIZATION

i. Many significant HR/HS and organizational challenges exist.

The Township has undergone significant changes and organizational challenges in the last year. While this has been stressful for many, opportunities exist for a renewed strategic vision.

One of the major problems the organization is currently facing is the lack of HR Expertise. In the absence of the desired level of HR expertise, a number of issues have prevented and/or paralyzed the organization from addressing ongoing human resources matters on a timely basis. As a result, the ability of the organization to maintain the desired level of output to sustain the operations appears to foster a culture of inaction and little to no accountability. When vacancies occur (short or long term), the organizational capacity is not sufficient.

Today's work environment is more complex than ever, embroiled in litigation, requiring a depth of experience and knowledge in labour relations management (collective agreements and employment contracts) and solid understanding of risk management/assessment. The COVID-19 pandemic has elevated the need for associated HR policies and practices and will continue to challenge municipalities for considerable time into the future.

There is a lack of HR practices imbedded into the organization for the purpose of creating greater accountability and

responsibility. Overlapping job descriptions create confusion, duplication and a lack of accountability. Performance challenges as a result of lost time and staff shortages. Staff are making their best efforts to perform in roles without the desired training and level of skills resulting in less than desired outcomes. Management and supervisory skills require investment through training and coaching. Ongoing succession planning issues will be impacting many employers and particularly within the municipal sector – Grey Tsunami. The Township is no different.

In 2019, the Township's long-term Chief Administrative Officer (CAO) retired after 50+ years. The former CAO was a well-respected leader who developed a team-based environment. However, as can be expected, this length of tenure brings its own challenges. Many of the responsibilities and accountabilities were closely held by the CAO role and not delegated to the department heads. Modernized approaches to long term planning and budgeting have not been adopted and many processes are outdated. With recruitment underway for a new Chief Administrative Officer, Manager of Public Works and the recent hiring of a new Recreation Facilities Manager, the time is now to set the foundation for a sustainable future. It is imperative that the new leadership be strategic thinkers and catalysts of change. Other long-time staff and managers may be considering retirement and the Township does not have succession plans in place nor is the knowledge, processes and history documented. This puts the Township at significant risk in the future to develop plans and realize its goals.

**ii. Limited Access to Professional Resources.
Partnerships exist but outreach is limited.**

Most of the recruitment and human resource management responsibility currently rests with the CAO role. While this is not uncommon in a municipality this size, the Township has significant human resource issues that require professional support. This is too much for the CAO to manage and requires specific skills. We recommend that the new CAO, have extensive HR experience to assist the new and existing managers develop their HR management skills. The Township should develop a formalized service arrangement with the County or an HR professional that will provide the Township with advice and policy development.

The current human resources “policies” more resemble processes and are lacking in many key areas. Simple issues such as the policies surrounding job offers, negotiations and accountabilities are missing. A complete revamp of these policies and procedures is needed.

We also noted that Council is very involved in recruitment of staff, even below the management level. This is highly unusual and negates the managerial responsibility for their own staff. While it makes sense that any additional staffing requests may require Council approval, the process of hiring existing positions should rest with the administration. In some cases, we were made aware that the manager was not on the hiring panel for their subordinates. It is critical that managers be involved in the recruitment, performance management and

assessment of the staff reporting to them so that they can formulate good working relationships from the outset.

This challenge spans into the payroll area as well. While the staff do a great job at getting employees paid, we are concerned that there is no certified payroll staff managing the processes or providing oversight. Considering that salaries and wages represent 30% of the operating costs and there is significant income tax, pension and other regulatory implications associated with payroll, it is concerning that the Township does not have access to this expertise. We noted that there are limited payroll policies and documented processes.

In terms of Planning Approvals, the Clerk’s office spends a significant amount of time providing advice to developers and newcomers. This presents both a workload challenge and potential risk since there is no professional planner onsite or available. Further, it is clear that planning applications are not fully cost recovery in this scenario. While the County assists, it may create a conflict in certain circumstances. Given the size of the Township, a full-time planner is not justifiable. We understand that the Township’s neighbours all have a full-time planner on staff and consideration of a shared resource would be advantageous. Some municipalities create a roster of planners that can be accessed and paid for by the developers.

Improved partnerships with other municipalities, Peterborough County and municipal associations can be invaluable for creating access to professionals. The Township has done this in the past and has been quite successful.

However, we also noted that staff rarely attend association training and networking which can be invaluable for learning, best practices and sharing experiences.

iii. Administrative roles overlap resulting in accountability issues.

The last year also saw staffing shortages due to a variety of issues that has put significant strain on the organization. Many deadlines missed, management challenges and lost opportunities.

To address many of these issues, the Township hired new administrative staff to support managers. The roles of these staff were not well defined, overlap and duplication exist and accountabilities are lacking. It is believed that these roles were intended to ensure “backup” for others but the reality is that everyone cannot learn absolutely everything about every job and expect that it will be done well. Municipalities are too complex for that. However, that is not to say that customer service representatives shouldn’t exist. These are very important roles in any organization but there is no such role currently at the Township. Because the roles are “generic” in essence and report to all the managers, staff are taking direction from too many people. Since managers do not have dedicated support, they are spending an inordinate amount time on administrative tasks as opposed to higher level thinking and planning.

We are of the opinion that, will improved processes and investment in technology and training, that these roles should

transform to more analytical roles over time. Due to the manual nature and lack of integration between systems, administration costs are too high and analytics are non-existent.

iv. Ineffective Organizational structure

There is a need to revamp the organizational structure, provide better defined roles, performance expectations and accountabilities. This includes redefining administrative and other roles. Firstly, administrative positions require realignment, assigned responsibilities and defined reporting relationships. Managers require reliable support in order to better manage work performance. The staff need direction and clear roles and expectations. Secondly, there is no one responsible for corporate-wide projects such as asset management and information technology, procurement and implementation. Following the release of this report, there will be many projects that need to be actioned and managed at a strategic level.

We also noted that there is a need to re-focus the roles of the Clerk and Deputy Clerk, to concentrate on the legislative areas under their statutory requirements, customer service and community engagement. Planning applications are time consuming but time is not tracked against them. No Planner on staff means that the Clerk spends a significant amount of time handling applications. While we believe that the staff do a good job despite the background, traditional “Clerk” responsibilities are suffering as a result.

Customer service and community engagement does not have a “home” in the organization. It is resident in all roles but no

specific accountabilities. Staff in the Deputy Treasurer (DT) roles are not fulfilling the typical functions or “acting” on behalf of the Treasurer. These roles have no supervisory responsibilities, they are primarily administrative roles. This is not due to a lack of desire but rather, training and delegation. It is also unusual to have two DT’s and the CAO appointed as the DT. In most municipalities, the DT role is one of a Manager of Financial Operations and provides ‘controllership’ over daily transactions allowing the Treasurer be the Chief Financial Officer and focus on the higher-level strategic planning. This “business partner” strategy and “change agent” role is missing from the Township’s Treasurer purview. There is a need to refocus the finance department and reassign clerical functions to administrative staff.

We noted similar issues in other departments where managers are doing roles that are typically clerical functions.

v. Underutilized Talent

Our interviews revealed that there are many talented employees that are underutilized and have a desire to contribute more fully to the Township’s goals. It is our opinion that, the strengths of all staff could be better exploited. For the existing managers and staff, a skills inventory would

benefit the Township in the development of a new organizational structure.

vi. Substandard Training-No plan in place.

An investment in training is needed to enable staff to add more value and feel more valued. While the Township is open to providing training, there was evidence that some staff were denied training due to cost. A training plan following an assessment of skills and the redevelopment of roles would demonstrate the commitment from the organization and may result in employee retention and attractiveness for new recruits.

Some specific training to be considered are long term planning, health and safety, management of performance, finances and assets, technology, change management and LEAN Six Sigma. These skills are necessary to become a high performing team that can better support Council and its citizens.

ORGANIZATION RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.1 Create HR Committee	2.1.1 Create HR Committee of Council	Creation of HR Standing Committee of Council to address: organizational issues, compensation and benefits, code of conduct, Health and Safety considerations, recruitment and retention issues etc. This Committee will allow for the development of the HR plan, address ongoing issues including H&S and allow for confidential items to be fully discussed. Concurrent with Procedural Bylaw Review.	2020	\$17,856	1 meeting per month - 5 Councillors, CAO to attend
2.2 Outsource Professional Services	2.2.2 Formalize HR partnerships with County and other professionals to support HR committee.	Access to HR professional services is current a "one off" scenario for specific projects such as recruitment. The County has provided services on a pay as you go basis. A formal service level agreement with the County or other professional that provides ongoing support may be warranted given the number of issues and the recommendations in this report. Advantage to County is that they utilize GP and may have HRIS.	2021	\$63,000	Assumes \$100 per hour, 30 working days per year.
2.2 Outsource Professional Services	2.2.3 Consider outsourcing payroll to County or other professional service to provide advice, training and undertake system review.	Municipal payroll and pension administration are complex and represents regulatory risk as well as potential for long term impacts to employees. The Township should consider accessing advice of professional payroll services either through a partnership at the County or a consultant. While the Treasurer is certified in payroll, this is not the case for the staff that do the payroll biweekly and year end has been a challenge.	2021	-\$29,966	Assumes \$40 per hour, 30 working days per year - savings of 0.25 FTE annually

ORGANIZATION RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.2 Outsource Professional Services	2.2.4 Consider outsourcing Planning Expertise.	Consider outsourcing Planning processes through partner with other municipality or vendor of record on a fee for service basis. Professional planners will provide efficient, effective advice to developers. Many municipalities share these services or hire consultants who also present to Planning Committees and Council. Allow Clerk on providing process advice and allow for concentration on other priorities. Assigned administrative support to track planning applications, time spent and cost to determine appropriate fees.	2020	-\$133,500	Cost recovery model - No cost to Township - Savings in Clerk's time 50% capacity
2.2 Outsource Professional Services	2.2.5 Consider Corporate Project Manager.	Hire Corporate Project Manager - could be an internal reallocated position or contract (2-3 years). Outsource Technical Services for AM, IT and the Edwards Pit. A Corporate Project Manager is needed to assist the new CAO with oversight of all the corporate projects and consultants including AM, IT (MESH/GP), Edwards Pit, Facilities.	2021	\$300,000	Could be an internal reallocated position. Costs assumes external candidate for 3 years. Funding may be available.
2.3 Implement New Organizational Structure/Roles	2.3.1 Implement New Organizational Structure and Performance Management.	Organizational structure recommendations include new reporting relationships and focus. Managers should be involved in the recruitment and performance management of their staff. Consider additional support in Finance for analytical capacity.	2020	\$20,000	Internal time for all staff and managers. Additional cost unknown.

ORGANIZATION RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.3 Implement New Organizational Structure/Roles	2.3.2 Refocus Clerk and Deputy Clerk roles	Refocus Clerk and Deputy Clerk roles to statutory duties, customer service and community engagement. Front Counter, Customer Service representative should report to Deputy Clerk. As outlined in this report, significant work is required in records management, agenda management/planning, website development, community outreach and engagement as well as complaint/service request management.	2020	\$0	Offset time against Planning - Increased Service potential
2.3 Implement New Organizational Structure/Roles	2.3.3 Revamp Administrative Roles with specific responsibilities reporting to individual managers.	As per the new organizational structure, revamp administrative and finance roles to support managers and improve accountabilities.	2020	\$0	
2.3 Implement New Organizational Structure/Roles	2.3.4 Revamp the Recreation and PW Management roles.	Revamp the Recreation Manager role with programming oversight with the view to increase the use of the facilities year round. Transition the Assistant to a Recreation Supervisor. Convert 2 part time staff to full time, one lead hand role. Similarly, PW Manager role and Supervisor should be revamped. As per the new organizational structure, revamp recreation and public works roles and transform two part time staff to full time. FT will allow for better training, reduced recruitment costs and more attractive positions.	2021	\$60,000	Convert 2 PT positions (current hours = 900 hours per year). Savings in training, recruitment and risk estimated to offset cost by 50%.

ORGANIZATION RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.4 Revamp Job Descriptions/ Review Pay Equity	2.4.1 Modernize all job specifications and undertake a Pay Equity review to ensure compliance.	As per the new organizational structure, revamp administrative roles to support managers and improve accountabilities.	2020	\$13,600	Internal time or Consultant. 24 Job specs at 2 hours each. Pay equity review - external
2.5 Undertake Skills Inventory, Training Assessment	2.5.1 Undertake a Skills Inventory and Training Needs Assessment	Survey administered based upon skills acquired, types of training required (for staff and volunteers) supplemented by assessment.	2020	\$4,000	Clerk/Deputy Clerk to lead project - 40 hours each
2.5 Undertake Skills Inventory, Training Assessment	2.5.1 Document building and planning processes.	Document building and planning processes. Develop training programs for customer service staff. Building applications are not currently supported by detailed public information and staff lack detailed training.	2020	\$1,200	Internal of Student - 40 hours
2.5 Undertake Skills Inventory, Training Assessment	2.5.2 Ensure adequate technical training for part time/volunteers.	Explore training & development opportunities to expand staff skills for fire prevention and inspection related activities and or build. Appropriate performance measures with incentives to meet and exceed. Ensure adequate training for Parks and Recreation part-time staff, including health and safety training (e.g. basic refrigeration), and how to carry out playground inspections. Technical training for part time staff is needed. Technical training for staff and volunteers.	2021	\$10,800	External training for part time staff - Mostly External

ORGANIZATION RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.6 Develop Change Management Strategy	2.6.1 Develop Change Management Strategy for SDR Implementation	Developing a change management strategy provides direction and purpose for all other change management activities. By outlining the unique characteristics of the change and its risks and potential resistance, change practitioners set themselves and their project team partners up for success. Having staff involved a shared vision/strategic plan will assist in developing the change strategy and achieving buy-in. Training in change management would be beneficial given the extent of the changes required following a long period of stability.	2020	\$14,400	Corporate Project Officer to undertake. Estimated 10 days' work annually.

ORGANIZATION IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
2.1.1	Create HR Committee of Council	0	17,856	17,856		
2.2.2	Outsource HR professional services	63,000	0	63,000	3	
2.2.3	Outsource payroll professional services	25,200	-55,166	-29,966	2	
2.2.4	Outsource Planning Expertise	0	-133,500	-133,500		-500,000
2.2.5	Hire Corporate Project Manager	300,000	0	300,000		
2.3.1	Implement New Organizational Structure	0	20,000	20,000		
2.3.2	Refocus Clerk and Deputy Clerk roles	0	0	0		
2.3.3	Revamp Administrative Roles	0	0	0		
2.3.4	Revamp the Recreation and PW Management roles	0	60,000	60,000	3	-100,000
2.4.1	Modernize job specifications/Pay Equity	10,000	3,600	13,600		
2.5.1	Skills Inventory and Training Needs Assessment	0	4,000	4,000		
2.5.1	Document/Train building and planning processes	0	4,000	4,000	1	-78,000
2.5.2	Ensure adequate technical training for part time/volunteers	15,000	-4,200	10,800	1	-20,000
2.6.1	Change Management Strategy for SDR Implementation	0	14,400	14,400		
	Total Organization	413,200	-69,010	344,190	10	-698,000

TECHNOLOGY & PROCESSES

i. **No IT Strategy - Lack of Integration between systems and underutilization.**

The Township has made some significant investments in technology over the last decade, but they have been done in isolation and lack a long-term strategy. Departments have procured and implemented software without considering the impacts on other departments. Without a long-term strategic plan, it is challenging to purchase the right technology to assist the township to meet its goals. IT is a tool to achieve results and provide information to make decisions. Integration reduces risk of error, lost revenues, and duplication.

Given the size of the Township, it's not surprising there is no in-house IT staff with the exception of coordination roles. The Township has outsourced IT service management to MicroAge who provides network management, security and monitoring. They also assist in the procurement and installation of hardware and software and provide "reactive" support for issues. The service appears to be adequate for its intended purpose with the exception of IT help desk support. The Township opted not to purchase this from MicroAge but rather funnel all requests through the Receptionist/IT Coordinator who will log the employee issues. Staff do not receive direct updates and there is often a delay in response. Microage can also provide assistance in terms of long-term planning but has not been asked to do so. However, we are aware that some staff and managers are not happy with the level of expertise in municipal applications and environment. Concerns have been expressed over the "help desk" support

from Microage. When determining IT support, the Township contacted the County to request similar services but determined that the costs were higher than Microage. We are not sure that this evaluation was undertaken on a proper comparison basis and should be revisited in the future as part of an overall, long term strategy. Given that the County utilizes the same software as the Township, (GP, GIS and MESH), it would seem that a County-wide approach may save all municipalities a significant amount of money, improve security and provide both hardware and software support. The expertise needed in today's IT environment is too complex for the Township to take on.

The Townships' business systems are not integrated and are underutilized. For each IT procurement, business cases should be developed, with assistance from experts, to ensure integration with core IT systems is achievable.

The Township owns several systems some of which have been in place for some time while others were only recently acquired.

1. Microsoft Dynamics GP for finance including property taxes.
2. Citywide, for asset management.
4. DDpermits and in house developed portal for building permits submission
5. BlueBeam – free version- not used by public
6. Who's Responding, Fire Department response system

7. BurnPermits (under consideration) and for Fire burn permits.
8. FirePro incident management.
9. BookKing recreation facility management system.
10. Escribe for Agenda Management (recent – still being implemented)
11. Comtrack – complaint tracking
12. ACE GPS system (Public Works) - in implementation phase.
13. MESH for operations management -in implementation phase
14. EsriArc GIS – provided by the County.

The lack of integration between systems results in duplication of effort since fees and customer information is entered more than once. Since the customer information resides in multiple systems, the Township and customers do not have one source for all receivables.

As some systems were just recently purchased, they are in the process of being implemented and it is understandable that they are underutilized at this point.

In terms of the financial system, while there are a few other municipal financial systems on the market, GP is the best in its class but it is significantly underutilized particularly with respect to reporting and document management. Additional modules could significantly reduce workload and improve

customer service such as e-billing and notification and Virtual City Hall. In terms of building permits, the Township developed its own online portal which allows for the submission of building permits and also utilizes the GP permitting module for financial purposes. The Chief Building Official initiated this project after looking at the marketplace for other online options. At the time, the GP permitting module was not meeting the needs of the building department and few other options existed. While this is quite commendable, the functionality is limited to submission of the permit application. It is not integrated with the financial system for roll numbers, customers or permit issuance and payment. There are now several other options in the marketplace that the Township could look at. For example, CityWide has recently developed an online permitting module that integrates with its other products and can read information regarding property information from MPAC and financial systems and provides for inspections, E-plan and AVOLVE have robust systems that allow for building plan markup and constant updates for the applicant. The Township is at a critical juncture before making its next inhouse solution investment. As it was developed for DD, there is a risk of its ongoing support in the long term. In terms of the GP permitting module, we have determined that it was incorrectly set up and staff have not been adequately trained on the product. Regardless of the product that the Township decides to use for permit submission, there needs to be integration with the financial system to ensure that funds are tracked and monitored. It should be noted that planning applications are tracked on a spreadsheet, outside of any

system. With proper set up and training the planning applications could be tracked in GP.

Fire services currently utilizes FirePro for incident response. It is stand-alone but there are options for sharing information between GP and FirePro for payroll purposes and sharing of human resource information. Burn permits are a difficult paper-based process and the Fire Chief has recently purchased Burnpermits.ca which we recommended at the interim report. This integrates with “Who’s Responding” application and will be very effective for managing fires. It is however, not integrated with GP for payments at this point.

Escribe Agenda Management was recently purchased and is working well. This is a very robust product and tracks resolutions within a database. This will allow Councillors access to information without requiring staff time. Other modules such as public engagement is available that could enhance the product. This is particularly helpful for planning and public consultations. Additional training is needed but agenda planning and workflow will assist the Clerk to move to long term agenda management.

Comtrack is used for complaint tracking. This is a very basic system and is only used for complaints, not service requests from the public. Its reporting is substandard. There are many other products on the market that are cost effective and allow for online submission and feedback (eg. Access E11).

BookKing was purchased in 2012 for recreation facilities management which is also not integrated with GP. It has not been properly implemented and the functionality is

underutilized. The public site, that would allow customers to do their own bookings and see events has never been implemented. Its accounts receivable and payments are stand alone and are not reconciled with GP until year end. To compensate for the lack of integration, staff have created separate spreadsheets to track payments. However, the Township does not have “one customer database” so it cannot know if it has received all of its money. In fact, at the time of the review, BookKing showed over \$80k in receivables but GP showed a credit balance of \$1,700. Integration is currently available with BookKing and is less than \$3k to implement. The point of sale is also not integrated with GP so the receipts are not reflected against the customer.

CityWide was being implemented for asset management. The company, Public Sector Digest, has and continues to invest in its development and is slowly becoming the choice for many municipalities of similar size to DD.

MESH was purchased as a software for service which is an operations management system with broad functionality for mobile asset management, work orders and patrolling with Geographic Information Systems (GIS mapping) which allows for mapping and visuals of municipal assets. While it is not integrated with CityWide or GP, plans are in place to make this happen. It is unfortunate, however, that this was not sufficiently resourced at the time of purchase.

During our review, managers and supervisors indicated that they rely on reporting sent to them as opposed to accessing information directly from financial systems. There are options that allow for access to financial information without being in

the core financial system. These include RAC Software, provider of FMW budget software and Questica. They allow for robust budget development whereby managers can include details about business and capital project plans to create “the budget book”. All leading municipalities utilize this type of software to allow for better budget development and presentation. It also allows for development of reporting in a variety of definable custom reports. As discussed above, integrated planning would require more budgeting functionality particularly in terms of asset management. Budgeting software such as FMW or Questica would solve this issue and allow for multi-year budgeting.

In terms of access to technology, the Township has limited mobile access real time access to asset condition, work orders in the field as well as condition of the roads. As required by asset management regulations, the Township must have a lifecycle management strategy including the ability to capture all costs associated with assets. Mobile applications are extremely beneficial for these purposes. Further, the Township could eliminate paper-based processes such as timesheets and work orders. This does not mean that all staff need to have unlimited data on mobile devices. Many applications allow for downloading of information on a smartphone or tablet with uploads once staff return to the office.

To make improvements, training on systems and technology needs to be expanded. As identified in the staff survey, technology training was among the top identified need.

In summary, the key finding is that the Township needs to take a more holistic view of its technology needs with a long-term plan to eliminate duplication of effort, improve customer service, develop long term financial planning, and provide real time access to information for managers and Council.

In the interim, there are some options that could provide immediate capacity savings and improved customer service. These include the purchase and implementation of additional modules from GP to allow for electronic notices for tax, and accounts receivable. Further, GP can be better utilized with training in Smartlists, Management Reporter and Extender that will allow the Township to create better reports and allow for exports to excel.

The Township currently has “decentralized” purchasing and utilizes its website and paper-based requests for tenders and proposals. By moving to an online provider, such as Bids and Tenders or Biddingo, the municipality will gain better results on tenders, meet trade agreements, and eliminate paper-based processes. These services are funded by the vendors’ subscribers.

ii. Some Processes Are Not “Lean”, Time consuming paper-based processes are prevalent leading to excessive management administrative time.

In reviewing processes and practices, it was revealed that improvements through LEAN would not only increase efficiency but provide better customer service. Some

examples include work order management, fleet, inventory management, payroll/time and attendance, animal control, building permits and planning applications. Financial processes such as purchasing and payments are not automated. Tax bills also continue to be paper based.

Tax billing processes are not documented and are time consuming. Staff are not aware of many of the functions available in the system. Currently, the Township issues tax bills by paper and sends by mail.

Payroll and equipment allocation processes are cumbersome including many non-valued added steps. Several spreadsheets are used, same information is entered at least 3 times and the Public Works manager spends one day every pay on payroll. Staff are not required to complete their own timesheets or equipment. Policies and processes are not documented.

Inventory Management is problematic. Processes are manual and there have been year-end issues with both fuel and salt/sand. This represents a risk of lost inventory and spillage without analysis.

Purchasing policies are outdated and may violate trade agreements. No purchase orders are utilized so the Township is not reporting on an accrual basis in year. Most of the procurement is not using modern bid sites such as Biddingo or Bids & Tenders to extend the reach and reduce prices. Further, these sites make the processes of RFP/RFTs seamless and paperless.

Tangible Capital Asset accounting and Asset Management processes are not documented and time consuming. There is no integration with Asset Management across the organization.

A new on-line permit application process was implemented in the building department but many processes remain paper-based and documents are not attached to the permits in either system. There is also a need for enhanced technology in the field to undertake inspections and see the information remotely.

TOMRMS file classification system for records management is not properly being adhered to. New files are filed under old systems. Destruction By-law requires updating and destruction of records requires immediate attention (burning/not shredding) and is currently not in compliance.

Burn permits is a paper based difficult, time consuming process. This was recognized by the Fire Chief and changes are underway to move burn permits online.

Most processes in Public Works are undocumented. However, there are a significant number of policies which identify a number of elements of processes but Standard Operating Procedures (SOPs) do not exist. Work planning is not well documented and is based on the experience and system specific knowledge of the PW Manager and Lead Hand. Further, there does not appear to be any level of service documents other than T-11 Minimum Maintenance Standards for winter maintenance; there does not appear to be a corresponding policy for routine maintenance. IT usage is low

in Public Works. The environment at the Township is not set up for a higher level of IT usage. This should improve significantly with MESH Implementation provided appropriate training is provided.

In order to make significant change, mobile technology is needed.

Recreation processes and policies are outdated and there are significant accounts receivable issues evident dating back to 2012. As mentioned above, this is partly due to process but also a lack of integration between BookKing and GP. This results in duplication and increased risk.

Further, the system will not allow staff to send all invoices at once. This is not an issue if the system was integrated with GP. The limited pay options have also created a challenge for recreation. Most municipalities allow for credit card payments for these services.

Poorly formulated outsourced agreements for canteen, vending machines means that the Township is missing out on some revenues.

Recreation work order tracking is manual/paper based with little ability to monitor and measure performance and completion of tasks. This can be addressed with MESH in concert with Public Works.

LEAN Six Sigma methodology for process improvement would help the Township become more customer centric and eliminate the non-value-added activities. Training for staff will allow each to identify ways to make improvements in their

own processes with a focus on the customer. We recommend that all staff receive LEAN Six Sigma training which includes management of a project. We noted that the Operations Works Building and Yard could benefit from a 6S (Sort, Set in Order, Shine, Standardize, Sustain and Safety). Other projects include processes such as payroll, work management, accounts payable/purchasing, building and planning processes, to name a few.

TECHNOLOGY AND PROCESSES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.1 Develop IT Strategy - Integration	3.1.1 Develop IT Strategy for integration of Township systems and expand utilization.	IT Strategy should be developed to fully integrate and enable all systems at the Township to provide Web- and Mobile-enabled services to the citizens. Review and rationalize system utilization and eliminate nonintegrated systems where possible (eg. Building Permits System) Long term strategy would guide all IT investments, purchases and projects. County wide approach to implementations of MESH, BookKing, PSD, and building permits online. Look at IT Service provider contract as part of this project including moving to County wide services.	2020	\$20,000	Staff time savings from reduced duplication of effort and reconciliations. Modernization funding?
3.1 Develop IT Strategy - Integration	3.1.2 Expand IT service and help desk	Add Help desk Services to current IT contract to allow staff to launch their own requests and "free up" staff time. Request long term plan for hardware replacement.	2020	-\$16,350	Annual cost of \$4000 but savings of .25 FTE in administration

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.1 Develop IT Strategy - Integration	3.1.3 Implement Virtual City Hall to provide real time online access for customers to apply, review and pay for services.	Virtual City Hall (VCH) is a customer self-serve application that integrates with DD's financial software. Customers online Animal Licensing, Locate the owner of a lost animal. · Business Directory · Bylaw Violations – Contact Information eSend Integration – message inbox, view bills online. General Receivable Accounts - Customers can view and pay for their general receivables. · Paperless Notification Sign-up. Permits -Customers can apply, view, update and pay for their permits. · Pre-Authorized Payments Sign-up· Property Search – Search for property roll information. · Property Tax Accounts - Customers can view and pay for their property tax accounts. · Property Tax Certificates – Purchase and view tax certificates. Vendors can review purchase orders, submit invoices, update information such as EFT and view the status of their payments.	2021	-\$75,857	Module Cost = \$27,000. 30 minutes per setup + issuance x 3000 households x 50% uptake - assumes 5 transactions per year @ \$5 per transaction
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.1 Create a LEAN Six Sigma Process Improvement Team.	Move to LEAN Six Sigma process improvement team. Provide training and support to develop new ways of doing business on a continual basis. LEAN Six Sigma will enhance staff skills. Management should become champions of change and LEAN Six Sigma. Undertake a 5S project at the Operations building with an office and "stores" area.	2020	\$5,000	External consultant trainer

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.2 Procure a new Customer Service Request (Complaint) system to track all complaints and allow for online submission.	<p>New Customer Service Request (Complaint) system to track all complaints and allow for online submission. Utilize BookKing more fully by activating the Public Site and using it to book all appointments, regardless of department Procure an online Service Requests and Utilize "Booking" Online facility scheduling to implement for other services to improve customer experience (eg. meetings with CBO, staff, commissioning documents, planning applications). Given the COVID situation, reducing time waiting at the counter is desirable.</p>	2021	\$6,000	<p>Service Requests module - integrate with MESH and create a work order and GP for customer database through middleware.</p>
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.3 Develop detailed tax policies and procedures. Implement E-Send - Tax E-notices and AR E-notices.	<p>Document processes and move to eSend is a GP module that is used to deliver bills and notices to customers via email. 2. When a customer browses their accounts, they can open the PDF bills for each transaction that was sent by eSend. Customer can choose to enlist it to paperless notifications. E- notices will save significant time and money for the Township, eliminate costly printing, folding, postage and handling costs.</p>	2020	-\$46,336	<p>Module Cost = \$6700. 30 minutes per setup + issuance x 4,500 properties x 50% uptake. Savings calculated at \$10 x (4,500 tax bills x 2 annual billings + 300 (arrears letters) x 50% uptake - \$17700 per year x 3 years</p>

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.4 Implement Self Service time entry, E-paystubs and an integrated work order management system including FirePro. Create a full set of payroll policies and procedures.	Implement Self Service time entry and an integrated work order management system (MESH. Create a full set of payroll policies and procedures. This should be incorporated with the capital planning process as well. Integrated FirePro with Dynamics and implement GP E-paystubs will eliminate paper and effort.	2020	-\$44,000	Mesh = \$9500 annually + 300 device fees + \$4400 activation fees. Additional Mobile devices and plans \$50/month for 27 staff. A Savings calculated at 3 days per pay period - Finance + 1 day per pay period for public works (\$25000 x 3)
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.5 Develop Inventory Policy and system	Inventory Policy and processes be developed. The Township can look at possible integration with key vendors in order to reduce data entry.	2020	\$1,548	Inventory policy to be developed and implemented internally - 10 days' work for Treasurer and Public Works Assistant. Savings in time and inventory losses will offset

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.6 Centralize Purchasing Functions in Finance. Develop New Procurement Policy. Implement Purchase Orders and workflow as well as online bidding system.	Purchasing policies and processes centralized. Policies updated to meet CFTA requirements. Implement GP purchase orders modules, procurement, 3-way matching and training. Paperless workflow processes. Include encumbrances and commitments. Implement an Electronic Vendor Bid Submission that would allow vendors to submit their bids electronically. For tenders and quotations, the pricing would be input directly into the system.	2022	-\$38,800	Module Cost = \$6000. Savings to be realized in procurement processes - Estimated time saved = 7 hours per procurement.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.7 Corporate AM Consultant to lead detailed process review to integrate AM practices and lifecycle costing in daily activities.	Fully implement Work orders management and scheduling in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile)	2020	\$65,520	Internal costs - 1 hour per week for each manager

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.8 Review the next steps for the Building Permit Online.	Reconsider in house development. Reimplement Permitting module. Explore other online software options that are already established. E Plan systems allow for permit applications and blueprint markups. Some products have moved into planning applications (eg. PSD, Avolve, Eplan) Any product still must integrate, to some extent, with the financial system. Integration with MPAC already in place.	2021	\$0	Module = \$7500. Re-implement GP Permitting Module SDR funding for \$6500. Savings in processing time will offset costs. Implementation time and cost estimated at 30 hours per staff.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.9 Undertake Records Management training and consider File Hold or other document management system.	It is imperative from a liability perspective to have a robust policy and process. Undertake Records Management training and ensure adherence to by-laws. Immediate attention and Corporate-wide leadership role should be formalized and support provided. Consider File Hold or other document management system.	2020	\$42,300	Estimated at \$15 per user per month. Training estimated at 30 hours. Consider digitizing old records over three years.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.10 Shift Fire Burn Permits to 24/7 on-line system	Shift Fire Burn Permits to 24/7 on-line system with consideration of appropriate revenue recovery – self serve option with mobile app alerts. Burnpermits.ca - This implementation is underway.	2020	\$0	Internal time to set up - 2 days staff time. Recoveries to offset cost of software and time spent.

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.11 In concert with the MESH implementation, develop and document processes, training and integration.	In concert with the MESH implementation, develop and document processes, training and integration. Undertake financial reporting changes to properly track costs. Some changes to the current project accounting, fixed assets and equipment is required for the MESH implementation.	2020	\$10,000	Significant time in manual work orders eliminated and better regulatory compliance, capacity savings at 5 hours per week per manager/lead hand.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.12 Digitize Level of Service and MMS	Digitize Level of Service and MMS with MESH Form developer and integrate into daily work order management. Minimum Maintenance Standards and CVOR must be tracked. The paper processes would be eliminated and better reporting available for compliance.	2021	\$10,000	Potential for improved staff relations - cost will depend upon result. Difference between two rates.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.13 Re-implement Booking and integrate with Diamond. Launch the public online facility bookings	BookKing will allow for better management and improve utilization of the community centres. The launch of the public site will not only provide better service, staff workload can be better managed through the use of the services module. This module provides "set up" requirements for any particular event. BookKing could be used for other appointments at the front counter. Consider "packages" to simplify bookings. Possible events with catering and weddings?	2021	\$0	Internal costs estimated at 40 hours but reduction over 3 years will offset time.

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.14 Update contracts, outsourcing with improved AR policy.	Contracts and AR policies should require "pay before you play". For large groups, update the contract and policy to require monthly payments in advance. If the public site is launched, reminders can be set up. Allow for credit card payments which may require fee bylaw adjustment. Integrate BookKing with GP and move all AR management to Finance and run out of GP.	2020	-\$33,320	Internal costs estimated at 24 hours but recoveries and elimination of manual work will offset.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.15 Move AR to finance.	Move AR to Finance. Recreation to continue to collect funds at the outset but any outstanding AR to be managed by Finance in GP.	2020	\$0	Internal costs estimated at 30 hours but recoveries and elimination of manual work will offset.
3.3 Software implementation and Training	3.3.1 Develop processes and undertake training prior to implementation. Ensure Mobile Technology is available for use in the field.	Basic technology training will be required before full MESH implementation for many of the staff. Similarly, for building/bylaw services - enhanced abilities for inspections and production in the field.	2021	\$4,800	Estimate of Mobile purchases and training. 20 hours per staff. But significant savings and improved MMS.

TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.3 Software implementation and Training	3.3.2 Expand Utilization of Diamond, Booking with training and re-implementation of permitting.	Diamond and Booking are underutilized. In particular, integrations, document management, workflows and e-services. Permitting, bank reconciliation and smartlists should be reimplemented and documented. Additional training for all staff should be provided.	2020	\$10,000	Investment in Training 20 hours for 5 staff offset by savings in time.

TECHNOLOGY & PROCESSES IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
3.1.1	IT Strategy	25,000	-5,000	20,000	2	-200,000
3.1.2	Expand IT service and help desk	12,000	-28,350	-16,350		
3.1.3	Virtual City Hall	27,000	-102,857	-75,857	1	-342,857
3.2.1	LEAN SS Training	5,000	0	5,000		
3.2.2	Service Request Module	6,000	0	6,000	1	
3.2.3	Esend and Tax policies	6,700	-53,036	-46,336	1	-176,786
3.2.4	Payroll Self Service and Work Orders	31,000	-75,000	-44,000	1	-250,000
3.2.5	Develop Inventory Policy and system	0	1,548	1,548	1	
3.2.6	Centralize Purchasing, Online processes	6,000	-44,800	-38,800	2	-250,000
3.2.7	AM Process Review	0	65,520	65,520		
3.2.8	Building Permits Online - Review	7,500	-7,500	0	1	-525,000
3.2.9	Records Management training - Document Mgmt	13,500	28,800	42,300	1	-130,000
3.2.10	Fire Burn Permits Online	0	0	0	1	-25,000
3.2.11	PW Processes	25,000	-15,000	10,000		
3.2.12	Digitize Level of Service and MMS with MESH	2,000	8,000	10,000	1	-31,200
3.2.13	Integrate Booking Online	0	0	0	1	-90,000
3.2.14	Update contracts, outsourcing with improved AR policy	0	-33,320	-33,320	1	
3.2.15	Move AR to finance	0	0	0	1	
3.3.1	MESH and Mobile training	35,000	-30,200	4,800	1	
3.3.2	Diamond, Booking, Permitting setup and training	25,000	-15,000	10,000	1	-52,000
	Total Technology & Processes	226,700	-306,195	-79,495		-2,072,843

MANAGEMENT AND PERFORMANCE

i. Outdated Financial Planning/Budget Processes.

Municipal financial sustainability can be defined as:

“Ability to continue to deliver services and develop infrastructure required without sudden unplanned increases in rates and tariffs or reduction in services and the capacity to absorb financial shocks without external financial assistance”.

And/or...

*“Financial capacity of municipalities to deliver services and meet contractual commitments while planning for the future.”*²

The Township’s financial planning is achieved through the annual budget process. It is outdated with the Treasurer presenting the entire budget on behalf of department heads making it appear that it is the Treasurer’s budget. This is not the case. In fact, the Treasurer spends very little money and manages very few assets. It is the departments that must manage the money, be held accountable for results and report to Council. Gone are the days when it was good enough to

meet the narrow view of the Treasurer defined in the Municipal Act. While Treasurers must continue to exercise their stewardship responsibilities, set policy and manage the financial operations of the municipality, they must transform into a strategic advisor and business partner. Providing analytical power and foresight into the future is of paramount importance for municipal councils in order to ensure long term financial sustainability.

CFOs should be key contributors to strategic planning and the municipality's future direction including community engagement. Developing innovative financing and investment strategies to support long-term plans are critical for financial sustainability. To accomplish this, current Treasurers must continue to broaden their skills and capabilities in order to take on that strategic role. With limited resources, this means that municipalities must look to ways of streamlining its financial services and processes to find the capacity to fulfil this expanded role. We found that these competencies and roles need to be better developed in order to meet these new requirements. We believe that Finance needs additional resources in terms of training and mentoring.

At times, the budget has not been passed until the new year, sometimes May of the applicable fiscal year. Table 1 shows the various planning legislation, mandatory and discretionary. Integrated long-term financial planning is not required but

² http://www.mfoa.on.ca/MFOA/webdocs/PSAB_Newsletter_No_3.pdf

considered to be best practice. A long-term financial plan encompasses information from all known and potential risks, and economic changes that face the municipality over a planning horizon of 10-20 years.

The Township has started down this road with the Asset Management Plan (AMP) and is required to update by 2021. However, like every municipality, there is still much work to be done to meet the regulatory requirements. It is important to note that the AMP is only one part of a long-term financial plan. To date, the focus has been on the annual budget. Annual planning is problematic because it does not look at the

impacts of decisions made today on tomorrow’s community services or fiscal health, although the annual budget is the only “mandated” plan currently required. It should be noted that O.Reg 588/17 will require a long-term asset management financing strategy to be in place by 2024.

Multi-year budgets are permitted, and some municipalities have been moving in this direction over the last few years. The benefits are extensive as it changes the way the municipality makes decisions and reduces the amount of time it takes to complete the budget, once the process is established.

TABLE 1: FINANCIAL PLANNING REGULATORY FRAMEWORK

Act	Sections/ Regulation	Description	Details
Municipal Act	289.	Yearly budgets, upper-tier	Annual Budget Requirements
	290.	Yearly budget, local municipalities	
	291.	Multi-year budget	Optional
	293.	Regulations, reserve fund	Optional – Reserves can be set up to fund future projects or contingencies
	Part XIII	Debt and Investments	Municipalities can borrow for long term or short-term requirements
Safe Drinking Water Act (SDWA)	30	Financial Plans	Requirement for a Drinking Water license
	O.Reg 453/07	Financial Plans	Financial plan requirements under the SDWA must be at least 6 years
Planning Act		Official Plans	Land use planning
Infrastructure for Jobs and Prosperity Act	3	Infrastructure Plans	Planning Principles required in Asset Management Plans
	4	Long-Term Infrastructure Plans	
	O.Reg 588/17	Requirements	Timing, details, policies for long term asset management planning including climate change adaption

The key objectives of a Long-Term Financial Plan (LTFP) are to:

- ⇒ Promote financial sustainability
- ⇒ Take an enterprise (whole municipality) view of financial decisions rather than departmental or first-come first-served approach
- ⇒ Align financial decisions with strategic initiatives
- ⇒ Establish priority setting tools to evaluate projects based upon a common set of criteria
- ⇒ Identify and illustrate long-term implications of decisions based upon data
- ⇒ Provide ongoing set of metrics to assess performance
- ⇒ Support multi-year planning
- ⇒ Ensure optimal balance between service levels, revenue requirements and asset renewal

A LTFP is not only a guiding document, it is an excellent communication device of the municipality's overall direction. The LTFP should consider and include the following:

- ✓ Strategic directions with respect to financial condition and the vision for the municipality;
- ✓ Demographic and economic assumptions;
- ✓ Indicators to be utilized to measure financial condition (sustainability, vulnerability and flexibility);
- ✓ Risk identification, risk management and risk response strategies;
- ✓ Expected expenses for each year of the plan;
- ✓ Expected revenues for each year and their source;
- ✓ Rates and user fees expected over the horizon of the plan;
- ✓ Any variations in net debt required as a result of expected cash flow needs;

- ✓ Other plans such as asset management plans and condition assessments;
- ✓ Assumptions that have been used in the development of the LTFP;
- ✓ Sensitivity analysis performed, which highlight the factors or assumptions most likely to affect long-term financial sustainability; and
- ✓ Decision and priority making process to be undertaken in assessing projects.

ii. Insufficient Financial Reporting and Analysis.

The Township's reporting to managers and Council are substandard and not timely. Managers do not have real time access to information to make decisions. While GP has many good reporting tools, they are underutilized. But they also are not conducive for good budget processes. They are simply reporting tools for historical information. Most of the analysis is conducted outside the key systems. The analytics required to assess assets, levels of service and performance will require new approaches. Since the Township has limited resources, partnering with other municipalities to develop ways to collect and analyze data would be beneficial. New regulations require asset management policies, plans and levels of service by 2021. This represents an opportunity to share resources and expertise with partners.

In the interim, the Township should redesign its project accounting/asset ID register to provide better management information.

To better understand the Townships costs and services, a comprehensive analysis should be undertaken with new

information collected and analyzed. This should include, but not be limited to, job costing attached to work orders with time, equipment, and materials. It is this study that will assist in evidence-based decision making regarding the service delivery model (in house vs. outsourced, vs. elimination or shared services). Further, this will set the stage for a fee study which is explored in the next section. Council needs this information to be able to adequately determine the RIGHT fee and the RIGHT level of services.

The study should also include key performance indicators for every service and customer demand analysis. Each process should be mapped, utilizing LEAN Six Sigma methodologies, with associated time for each step. This will allow the identification of non-value-added activities and steps (waste). By developing a future state process map with these steps eliminated, will inform the IT Strategy and the Strategic Plan.

iii. Internal Control and Risk Management Framework is Not Robust.

The Integrated Framework defines internal control as a *“process, effected by an entity’s board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories:*

- a. reliability of financial reporting,*
- b. effectiveness and efficiency of operations, and*
- c. compliance with applicable laws and regulations.*

The Integrated Framework uses three dimensions, illustrated in the adjacent cube, that provide management with criteria by which to evaluate internal controls.

The framework is built on 5 elements and 17 associated principles as shown in Figure 8.

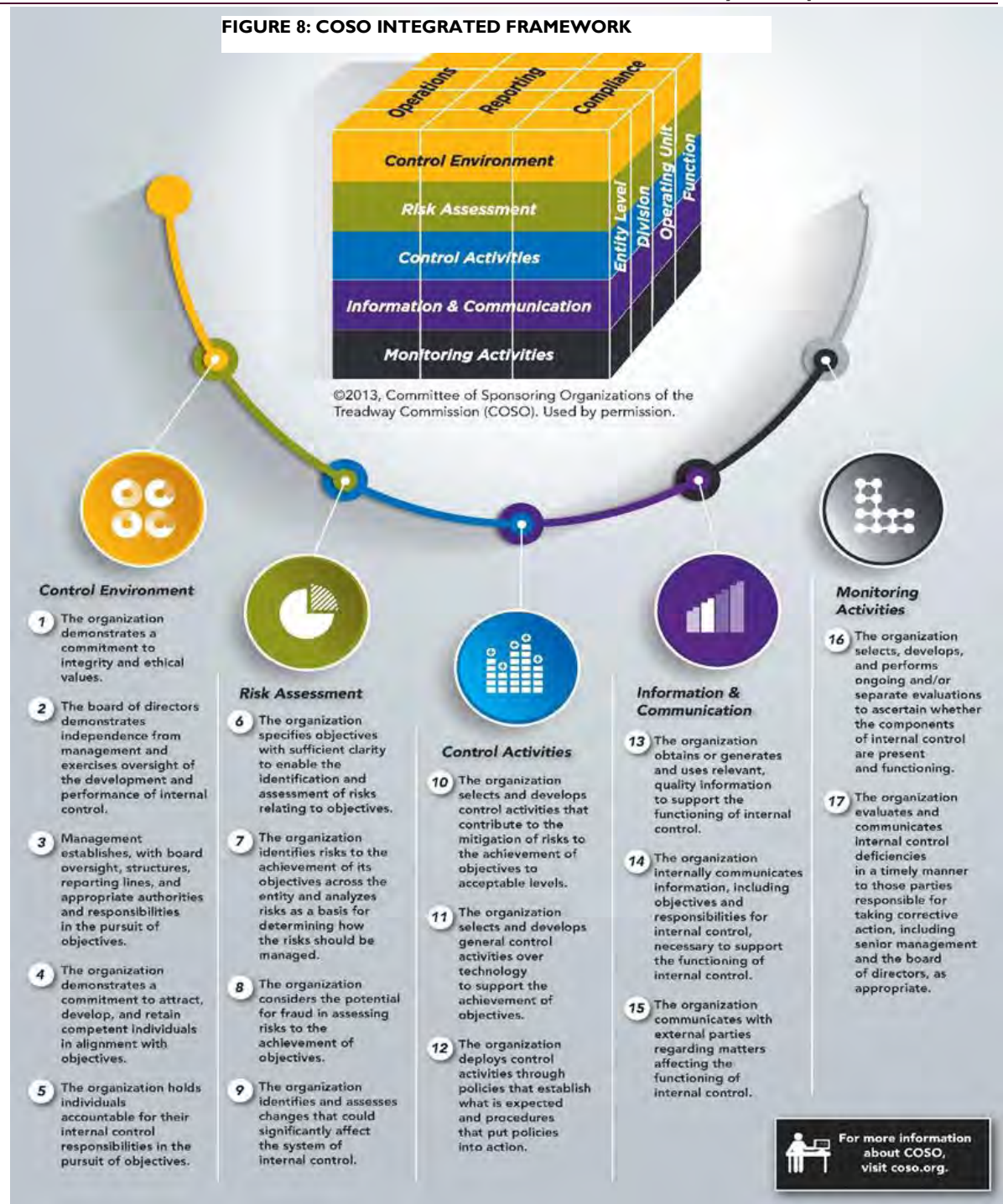
While the auditors did not find major internal control issues, there are very limited documented policies, procedures or testing of controls. Access to the security profiles in the financial system is also problematic. Many financial policies do not exist such as; Reserves, Assets, Taxation, Bank Reconciliation, Accounts Receivable, Accounts Payable, Payroll. Risk management framework not in place.

Of particular interest, we found that the bank reconciliations have been backlogged primarily due to the manual process. GP provides for an E bank reconciliation module but it is not used by the Township resulting in a significant amount of wasted time. Bank reconciliations are one of the most important control processes an organization can have provided it is segregated from those who collect or issue payments.

Insurance and procurement oversight rests with CAO which is quite unusual given the financial implications and integration to asset management.

As mentioned in the previous section, accounts receivable and monthly reconciliations of balance sheet accounts is not done on a regular basis and financial reporting is not consistent. These too are very important controls. Managers should be required to review their detailed financial reports, make notations and analyze the results. Any variances should be assessed and provided to the Treasurer for monthly forecasting against planned results.

FIGURE 8: COSO INTEGRATED FRAMEWORK



iv. Ineffective/insufficient Financial Policies and Fee Recovery.

We reviewed the fees bylaw and revenue results. The Township's facilities are utilized by residents and non-residents and do not cover the cost of the services. This is not unusual but it is imperative that the municipality understand areas where the taxpayers are subsidizing the operations and conscious social and economic decisions on these subsidized services.

We recognize that the Township wants the community to access these facilities at low cost but, if the rates do not support the operations, there is a risk that the Township will not have these facilities in the future.

Planning and building permit fees are not recovering the costs of service and the time spent on these processes is significant but not tracked. These fees have been recently updated so they should be tracked to determine if cost recovery has been achieved.

We also noted that several fees have not been updated in some time, such as NSF fees, and reprint of tax bills. A fee study followed by the release of a comprehensive fee bylaw should be undertaken on an annual basis. Criteria for setting of fees below cost should be part of a policy. A subsidy program is a better option than keeping all fees low.

In terms of other revenue opportunities, we noted that outsourcing contracts are not well managed such as; canteen/vending machines, advertising revenues are unusually low and revenue recovery processes in Fire are time consuming. While we recognize that COVID will impact some of these revenue streams, it is the opportune time to plan for the future.

MANAGEMENT AND PERFORMANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
4.1 Modernize Budget Processes	4.1.1 Modernize Budget Process and move to multiyear/long term financial planning.	As part of 2021 Planning Cycle, develop business plans across departments in line with Term of Council Strategic Plan. Implement Multi- Year Budgeting. Department heads should develop and present their own budgets starting with past achievements, upcoming business plans, performance metrics and funding required.	2020	\$0	Staff time to develop new approaches. Cost unknown.
4.2 Improved Financial and Performance Reporting and Analysis	4.2.1 Procure Budget Software to improve budget process and reporting. Look at joint project with County.	Budgeting software allows for development and enhancement of the transparency of the budget process. The current process is highly labour intensive and requires working with excel spreadsheets, PowerPoint documents which are not quickly changed. The financial results and reports are not accessible to the department heads. Budget software allow for real time access to detailed data without access to the financial system.	2021	\$31,000	Module cost \$25k. Savings are currently unknown as it is unclear how much time is spent on reporting. Training and set up time 30 hours for Treasurer, 10 hours per SM
4.2 Improved Financial and Performance Reporting and Analysis	4.2.2 Update Recreation Master plan (joint) and develop performance indicators in interim.	Recreation master plan has not been actioned due to foundational issues. No targets in place.	2021	\$0	Internal resources

MANAGEMENT AND PERFORMANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
4.3 Develop an Internal Control and Risk Management Framework	4.3.1 Develop a full set of financial policies commencing with a financial control policy.	Policies should include the full range of financial services. Review list suggested in Appendix.	2021	\$18,000	Internal resources - likely 2 months of work.
4.3 Develop an Internal Control and Risk Management Framework	4.3.2 Implement the E-Bank reconciliation module	Implement the E-Bank reconciliation module and change processes for weekly reconciliations by downloading from the bank. Bank reconciliation module is "automatic". Most large organizations can reconcile in as little as two hours.	2020	\$18,000	Internal resources - 2 months of work.
4.3 Develop an Internal Control and Risk Management Framework	4.3.3 Move Insurance and procurement responsibilities to Finance.	Insurance should be part of the risk management framework and updated based upon the TCA listing each year. Procurement currently rests at the CAO level. Segregation and recognition of liabilities is required by the Treasurer.	2020	\$0	
4.3 Develop an Internal Control and Risk Management Framework	4.3.4 Develop a Corporate Accounts Receivable policy and centralize AR in Finance.	Monthly reconciliations and collections activities should be done for all services by Finance to ensure that all assets are recognized and managed.	2020	\$0	

MANAGEMENT AND PERFORMANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
4.4 Undertake fee study and expand revenue opportunities	4.4.1 Undertake time tracking against planning applications - fee study.	Undertake time tracking against planning applications – eliminate subsidizing by taxpayers. Planning applications are not cost recovery. With the outsourcing of planning specialist, staff and consultants should track time against each application.	2020	\$0	Time estimated at 2 hours per week. Cover by fees
4.4 Undertake fee study and expand revenue opportunities	4.4.2 Undertake fee study and policies on subsidies.	Fees are not recoverable - need to know the "right fee" based upon cost and determine the subsidies that may be applicable. Need to build reserves for years where permits and planning approval processes are not covered.	2022	-\$15,000	Could be done in house or by a consultant. However, staff need to track time against activities. Increased revenue offset cost.
4.4 Undertake fee study and expand revenue opportunities	4.4.3 Develop advertising and donation programs.	May need to delay for two years due to COVID. Advertising boards, facilities can be very lucrative.	2022	-\$30,000	Assumes \$10k per year

MANAGEMENT & PERFORMANCE IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _ Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
4.1.1	Modernize Budget Process	0	0	0		
4.2.1	Procure Budget Software	25,000	6,000	31,000	2	-144,000
4.2.2	Update Recreation Master plan	0	0	0		
4.3.1	Develop financial policies	0	18,000	18,000	1	
4.3.2	Implement the E-Bank reconciliation module	0	18,000	18,000	2	-18,000
4.3.3	Move Insurance and procurement to Finance	0	0	0		
4.3.4	Develop a Corporate Accounts Receivable policy	0	0	0		
4.4.1	Time tracking against planning applications	0	0	0		
4.4.2	Undertake fee study and policies on subsidies	25,000	-40,000	-15,000	2	-133,333
4.4.3	Develop advertising and donation program	0	-30,000	-30,000	1	-100,000
4.4.4	Expand/sell Building Code services	0	0	0		
4.4.5	Revenue recovery through third party programs	0	0	0	1	
	Total Management & Performance	50,000	-28,000	22,000		-395,333

CUSTOMER SERVICE AND ENGAGEMENT

i. Ineffective Service Request Management.

The Township implemented Comtrack to capture customer issues and complaints but it only tracks specific complaints and is not accessible to all staff, management or Council. While it is great that this occurs, the service requests are not in line with modern customer service standards. There are no performance standards and it is limited. In today's world, customers expect to be able to receive updates on their issues and requests, not just registered bylaw complaints. In order to do so, the municipality needs good tools to accommodate this and be able to use the information to better serve the customer proactively. For customers to launch a complaint or request, they must do so by calling or emailing as opposed to online requests and updates. The Township does not capture all calls or inquiries. These calls may result in work orders, significant amount of time spent. Some complaints may be "one-offs" or aberrations. Without data, one cannot tell if the issue is systemic, location based or simply an aberration. Given the roads complaints that have been received in the last few years, it would be beneficial to assess the time of day, weather, and location that these issues occur. Linked to the GIS will result in significant information not just data! That being said, the Township staff provides good face-to-face services, at the counter and telephone however, inquiries and response times are not tracked. Customers care about these kinds of performance measures.

Online service requests could easily be achieved with modern, simple, cloud-based software like AccessE11. The integration with GIS will allow for better understanding of location of

issues and will aid asset management. For online requests to be used, the Township needs to standardize the data fields and required information as well as documented processes. Service levels or key performance indicators (KPI's) should be developed with status definitions. Updates can be automated to eliminate the need for customers to call in, or for staff to call/email customers on the status of their requests. We understand that integration with work order systems such as MESH are simple as they can be generated by automatic emails.

ii. Communication Strategy Lacking.

Customer engagement is critical for the Township to better articulate the value of its services and determine the needs of the citizens. While this review did not include a customer survey or consultations, the Township has created many opportunities to engage with the public on specific issues. Through its committee structure, it hears from the appointed members as well as focus groups. As part of the long-term strategic planning, and a requirement of the asset management regulations, the Township needs to gain an understanding of the desired levels of service on a variety of fronts. New technologies and options are available to better engage with the public on an ongoing basis. Customer engagement can take many forms. A strategy to undertake individual and ongoing customer feedback would allow for better understanding of service levels. Products like, Bang the Table, Social Media, and surveys can be of assistance but are only one solution given the demographics of the Township.

As previously discussed, intelligence can also be gained by tracking customer inquiries and comments within the service request process. Other options include the public comment module with Escribe which allows collection of information on specific issues.

As part of the consultations and SWOT, customer engagement was raised as a significant issue. In fact, staff also lack communication internally to the point that some stated they find out what is happening in the community externally. A full communications strategy is needed to serve both internal and external customers.

iii. Outdated Website - Update planned in 2020.

The website is outdated and difficult to navigate. Many bylaws, reports and services are not accessible. There is a need for improved documentation in “plain” language particularly in planning and building services to support the move to more online applications. Forms need to be modernized in order to develop these types of services as well as additional payment options. Some of this work can be achieved through contracts and summer students. Young people have an incredible ability to express things in plain language and be simple. We understand the website is slated for a revamp in 2020. We URGE the Township to take a customer service approach and test the website prior to launching.

CUSTOMER SERVICE AND ENGAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
5.1 Procure/ Implement New Service Request Module - Online	5.1.1 Procure and implement a comprehensive Service Request Software with online submissions linked to work orders.	Service requests and complaints online (eg. Access E11)	2021	\$0	Included above
5.2 Develop a Community Engagement Strategy	5.2.1 Enhance public engagement and communication through the Township website, social media, software additions along with e-services applications.	Communications with public and staff strategy for ongoing and projects should be developed including social media, newspaper, other modes.	2021	\$20,000	Part of Website project. Contemplate Consultant to assist
5.3 Update Website & Public Information	5.3.1 Allocate financial resources to create on-line resources for public education purposes.	Summer student could undertake. Should be done in concert with other initiatives.	2021	\$8,400	Student for 4 months.

CUSTOMER SERVICE AND ENGAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
5.3 Update Website & Public Information	5.3.2 Update Website & Information	Website being revamped. Look to implement from the VOICE OF THE CUSTOMER.	2020	\$0	Part of Website project.

CUSTOMER SERVICE & ENGAGEMENT IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
5.1.1	Service Request Software	0	0	0		
5.2.1	Community Engagement Strategy	20,000	0	20,000		
5.3.1	Update Building Public information	0	8,400	8,400		
5.3.2	Update Website	0	0	0		
	Total Customer Service & Engagement	20,000	8,400	28,400	-	-

FACILITIES MANAGEMENT

i. Facilities space rationalization needed.

Our team was fortunate to see some of the spaces onsite prior to COVID and then took a ‘VIRTUAL’ tour of the Township Hall. COVID and the return to work, will impact reconfiguration of the front counter services and we believe the space can be better utilized with limited cost. From a LEAN perspective, one wants to achieve cell design best practices. Cell design is based on the concept that a ‘U-Shaped’ work environment is the most efficient layout for reducing time and motion. The U-Shape places the worker at the center of the equipment and materials necessary to complete any given process step. By organizing a workspace where everything is in reach, the need for travel is eliminated. Normally, what should be done is the process is ‘walked’ from beginning to end and a ‘spaghetti’ diagram is created to show the interactions between people. We do believe that new configurations are needed, assuming our recommendations regarding the organizational structure is accepted. In the future, should the Township proceed on the PW/Fire building consolidation, we also do not see a need to have the Public Works, Fire Chief or Recreation Manager with a permanent office in the Township hall but rather be located in their facilities. It does not make sense to have the Recreation Manager away from the action of the arenas. Further, staff supporting these managers should be located with them. In the interim, ‘hoteling’ can be used for temporary requirements.

As part of the organizational final report, a detailed floor plan will be provided with the organizational recommendations.

ii. Health and Safety and facility functionality issues exist.

Our assessment of the existing facilities is supplemented by the reviews undertaken by Greenview Environmental over the past several years. In these reviews, it became evident that the Township needs to make some significant long-term decisions regarding the facilities. We are particularly concerned with the health and safety and functionality issues in the Public Works garage and the Fire stations. We understand that some cleanup has occurred since we were onsite. However, it would not address potential working condition issues for different genders or to meet long term requirements to fit fire vehicles. These represent liabilities for the organization and a plan should be developed to immediately address this in the very near future. Their conditions are poor and at the end of their useful lives. We understand that there have been recommendations to consolidate these buildings and we would argue that similar approach should be taken with respect to recreation facilities.

Prior condition assessments undertaken did not include arenas. Before determining the next step for recreation, it is imperative to understand the state of these buildings and their potential for alternative uses that are safe and functional. In terms of location, best practice would require a strategic plan, comprehensive assessment of routes and work as well as an updated Fire Master Plan to ensure that the buildings meet the long-term needs of the community and the Township operations.

iii. Repurpose Community Centres.

The Township owns two community centres, both of which have been underutilized, at least based upon the data we were able to gather. There has been poor management of the centre in terms of performance management. As well, the fact that the Township has limited oversight or involvement in programming has left no focus in this regard. The 2017 Recreation Master Plan outlined some recommendations but did not commit time, performance metrics of funds to make the vision happen. The estimates of external costs were unrealistic.

Many of the strategies have not been initiated and staff time has not been estimated or allocated. However, it is imperative

that Council understand that the financial policies and processes were not in place to make these recommendations a reality. The new Recreation Facilities Manager is building that foundation and likely needs some additional support from Finance to assist. Some of the recommendations are not geared to a sustainable recreation program and need to be reviewed.

In order to determine if the centres are viable, we recommend that goals be set for expected utilization rates and revenue recovery. These performance metrics should be monitored and reported to Council and form part of the business plan and performance targets for the manager and staff.

FACILITIES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _ Internal + External	Comments/ Assumptions regarding costs and savings
6.1 Align Space in Township Hall	6.1.1 Redesign office space for better utilization, location of staff with operational requirements. Assign Facilities Management to the CBO or Manager of Public Works	Administrative staff to be located near manager. Recreation manager to be located at the CC. Hoteling opportunities in the Township Hall following COVID. Attempt to develop "cell design" in U-shaped as much as possible and locate staff based upon people they work with the most.	2020	\$15,000	Some reconfiguration required.
6.2 Undertake Facility Condition Assessments	6.2.1 Conduct a building condition assessment of the Community Centres to determine cost and "fitness" for alternative solutions.	Prior condition assessments did not include arenas. Before determining the next step, it is imperative to understand the state of these buildings.	2022	\$20,000	External Consultants
6.3 Revitalize PW/Fire Facility Review	6.3.1 Undertake a facility strategy including Recreation in concert with shared service review.	Fire and PW both have facility challenges. A fulsome approach including recreation should be undertaken before any decisions made. However, it is clear that the Township cannot continue to utilize these facilities for the long term.	2021	\$0	Review already underway.

FACILITIES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _ Internal + External	Comments/ Assumptions regarding costs and savings
6.3 Revitalize PW/Fire Facility Review	6.3.2 Update the Fire Master Plan (perhaps joint) to assist with challenging decisions pertaining to fire halls and equipment needs.	Fire Master Plan is outdated. Should be updated based upon the new requirements. It is a decade old and new organization exists.	2021	\$30,000	Consultant fees or could be done in house.
6.4 Repurpose Community Centre	6.4.1 Increase utilization rates and reduce Recreation costs.	See above Track utilization and costs. Review fee schedule and utilization gaps. Review Recreational Program Options. Undertake a study to determine uptake and re-purpose, expand use of the Warsaw Arena	2020	\$4,680	Internal - 1 hour per week

FACILITIES IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
6.1.1	Align Space to organization	15,000	0	15,000		
6.2.1	Building Condition Assessments of CC	20,000	0	20,000		
6.3.1	Facility review	0	0	0		
6.3.2	Update the Fire Master Plan	30,000	0	30,000		
6.4.1	Track utilization and costs	0	4,680	4,680		
	Total Facilities	65,000	4,680	69,680		0

ASSET MANAGEMENT

i. No Corporate Asset Management Approach.

Currently, Finance has been the key lead regarding assets but it is imperative for Council and the Township management to realize is that Asset Management is not a finance exercise but rather, everyone's responsibility. There has been much misunderstanding of asset management in the municipal sector. Because the Municipal Act requires municipalities to follow generally accepted accounting principles as set by PSAB, and PS3150 required municipalities, finally, to value its tangible capital assets and report them on their financial statements in 2009, many people think that is asset management. This is not the case. In fact, the Province has been attempting to get municipalities to realize this for some time but PS3150 was a powerful way to get things started.

As shown in Figure 9 significant changes have been introduced by the Ontario government by regulation O.Reg. 588/17 of the ***Infrastructure for Jobs and Prosperity Act, 2015***. These changes require both operations and financial acumen to ensure that the Asset Management Plan is in place for the Township as well as processes to ensure that the plan remains relevant and updated on a regular basis. The Municipal Treasurer will need to be a key contributor and partner in asset management now and for the years to come but should be a member of the AM Team and the lead should be Corporate.

We have reviewed the AM Policy passed by the Township as required in 2019 and we are of the opinion that this does not meet the vision of what was intended by the regulation. This should be reviewed and updated to reflect Council's

commitment to asset management and set a governance structure in place for better oversight.

It is important to note that asset management is embedded in many regulations and standards most of which are managed by departments (Figure 10). AM is forward looking and "a coordinated activity of an organization to realize value from assets" (ISO 55000). It is not a "job", software or PSAB. It is also not just the plan.

It includes fully managing assets throughout their lifecycle to gain the most of those assets and best serve the citizens. It is likely the most important role of any municipal manager and requires additional attention. We are of the opinion that the Township will need a project manager to oversee AM from a policy, process and systems perspective and we do not see that it has sufficient resources in-house to achieve this.

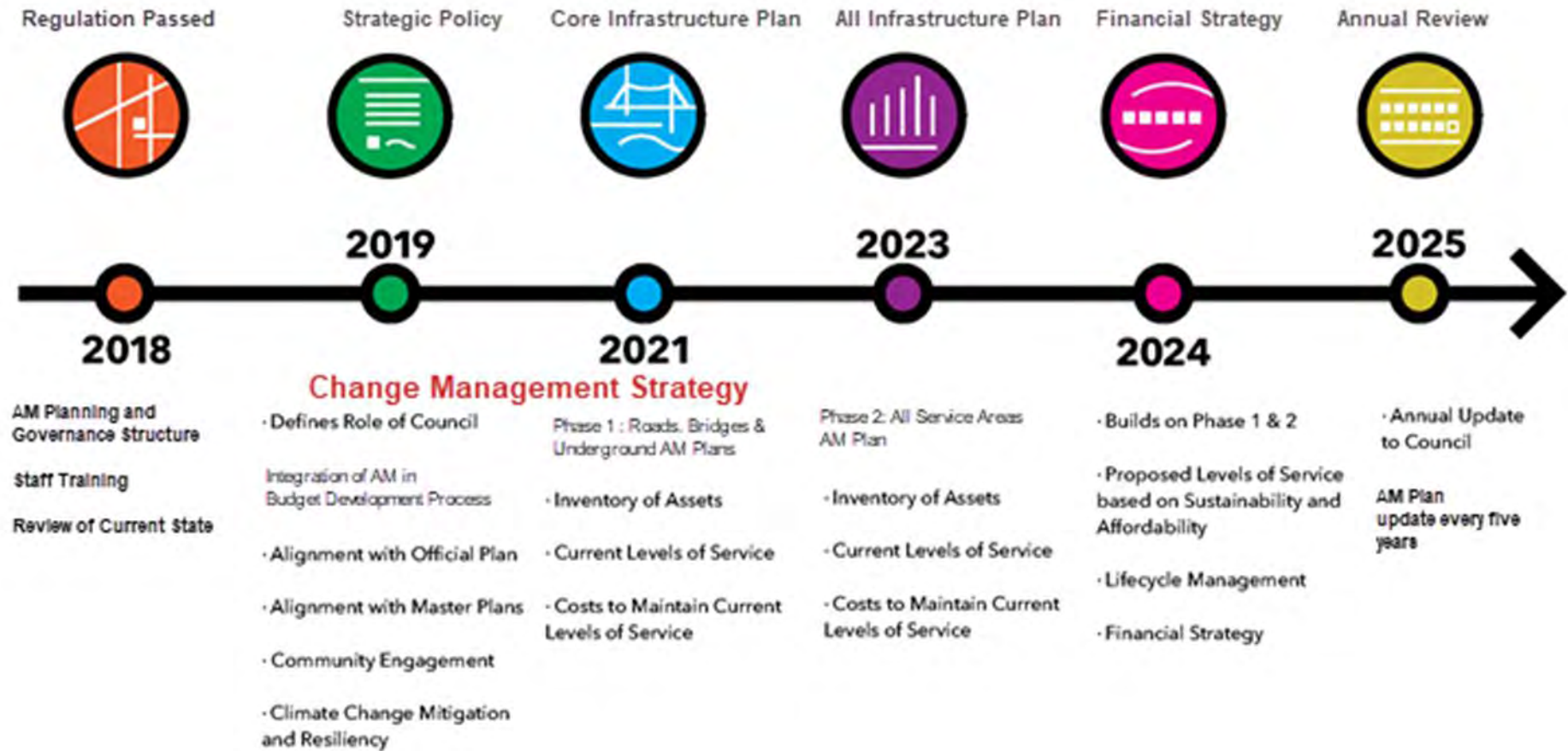


FIGURE 9: AM ROADMAP

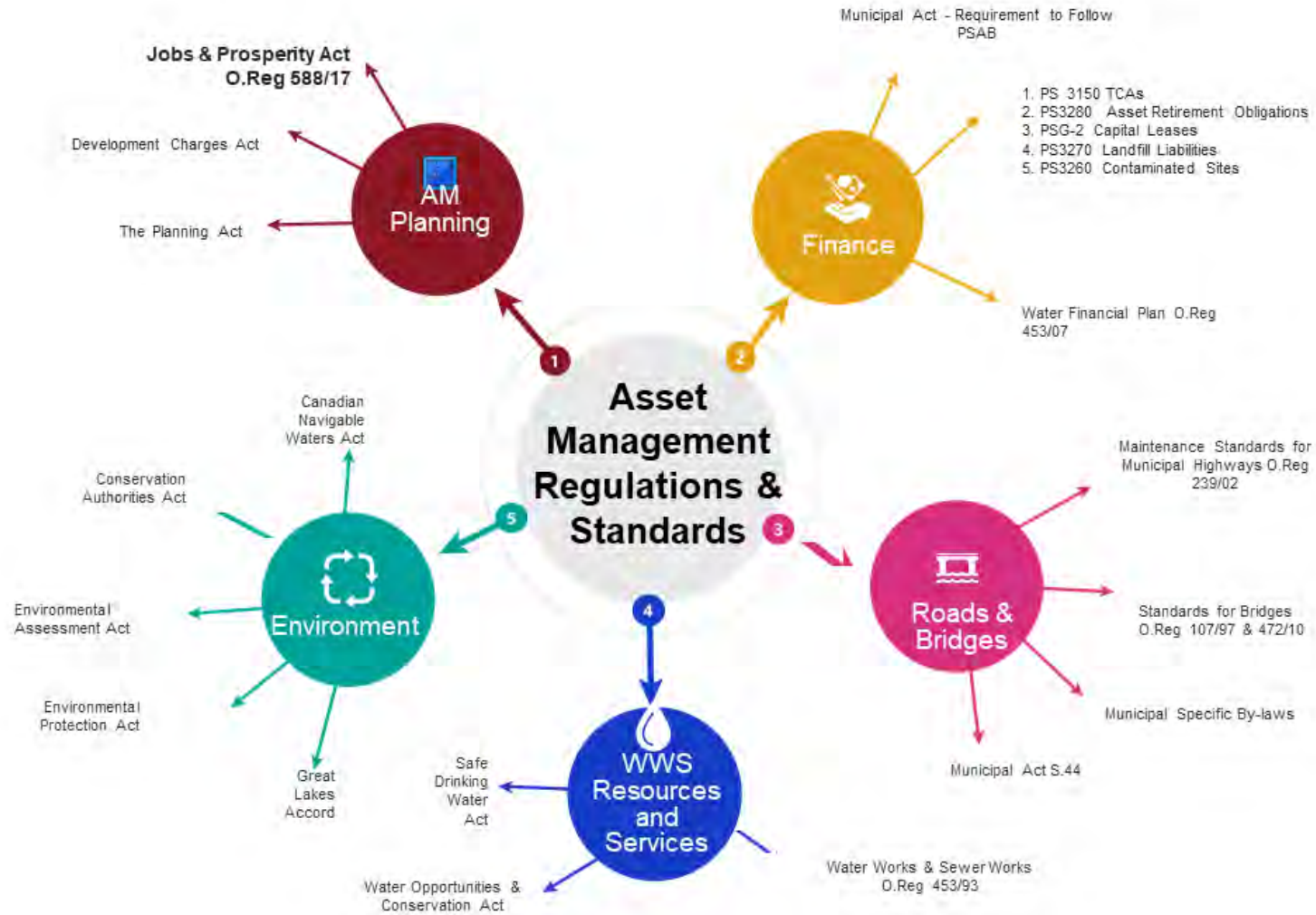


FIGURE 10: AM LEGISLATION AND REGULATIONS

ii. **Historic Under Investment in Core Assets. Asset Management Plan Needs Updating.**

As with most municipalities, the lack of long-term planning has put the Township in an infrastructure deficit. Several years of low or 'no' tax rate increases have resulted in limited investment in existing assets. Benchmarks in Appendix "B" shows that the Township's taxes are significantly below the Provincial average on a per household basis. It is important to note that on a residential property basis, the Township's average property tax was \$1,298 in 2019 which is 54% below the provincial average (\$2,841) for lower tier.

With the focus on the future, existing assets are being neglected. The Townships investment in capital expenses have been historically lower than the provincial average as well as the benchmarks chosen. On average, DD has spent \$406 per household, the benchmarks are twice that at \$846 and the average provincially is four times that amount at \$1,869. The Township's assets are aging. The net book value of its TCAs is only \$6,900 per household as opposed to the value of the benchmarks at \$9,500. This represents the "value" to the taxpayers or their share.

Our benchmarking also shows that the Township's debt is low but also its reserves. Other indicators show that the Township is consuming more assets than investments.

Asset sustainability ratio shown in Figure 11 is the approximation of the extent to which a municipality is replacing, renewing, or acquiring new assets as the existing infrastructure is reaching the end of its useful live. The target ratio is > 90% per year. A municipality which is not reaching this target is not sufficiently maintaining, replacing, or

renewing its existing infrastructure. This may result in a reduction in service levels and/or useful lives previously expected and will likely create a burden on future ratepayers. The calculation is the total ADDITIONS AND BETTERMENTS TO TCAS DIVIDED BY THE AMORTIZATION EXPENSE (WHICH REPRESENTS THE AMOUNT TCAs are used in the year). In other words, the investment in TCAs to replace those being used.

DD was at 82% in 2018 – declined since 2009.

Asset Consumption Ratio (expressed as a percentage) measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost. The target is <50%. (Less than 25% - Relatively NEW infrastructure, 26% to 50% - Moderately NEW infrastructure, 51% to 75% - Moderately OLD infrastructure, greater than 75% - OLD infrastructure. The calculation is the total CLOSING ACCUMULATED AMORTIZATION BALANCE DIVIDED BY THE CLOSING COST BALANCE WHICH REPRESENTS THE HISTORICAL COST OF THE ASSET AT PURCHASE/CONSTRUCTION. Meaning, the more the accumulated amortization as opposed to the cost indicates the aging of the assets.

DD was at 46% which is an increase (not good direction) up from 2009 at 32%.

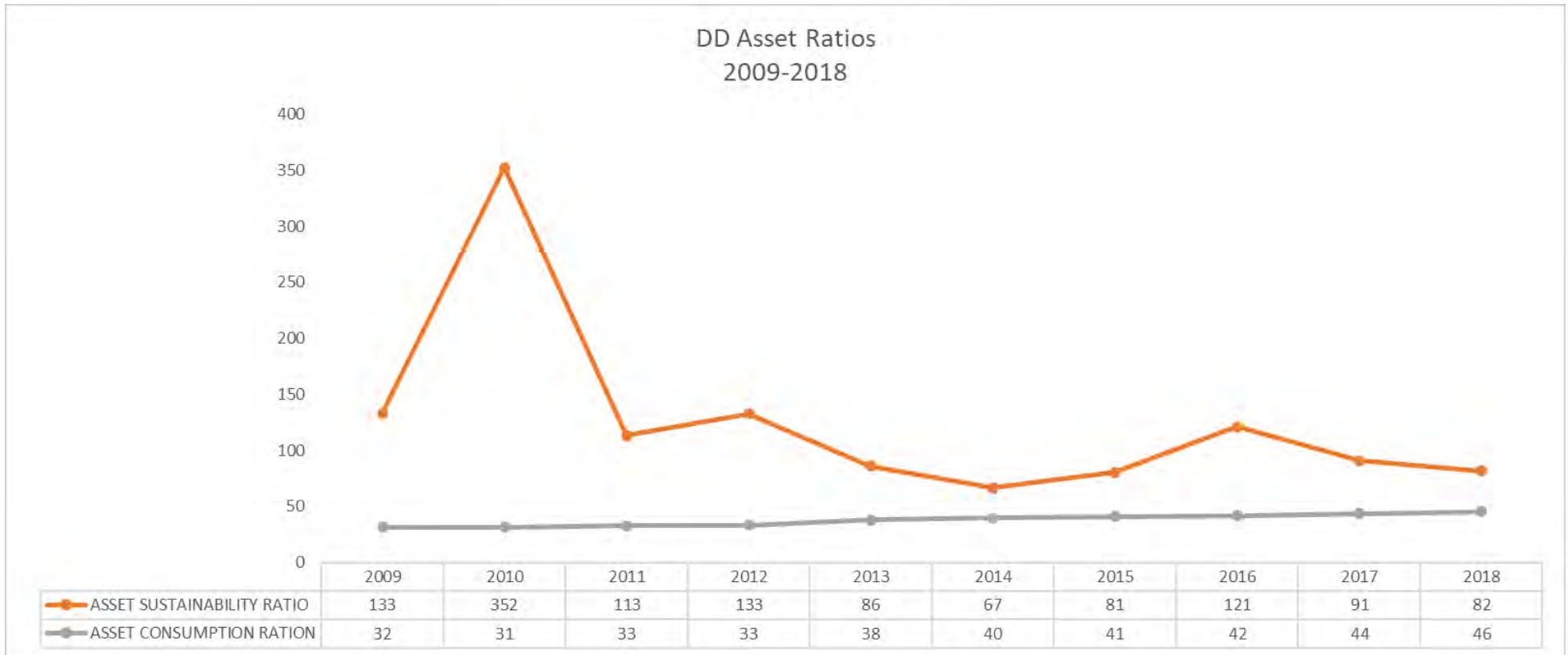


FIGURE 11: DD ASSET RATIOS

As required by 588/17, the Asset Management Plan is required by 2021. We understand that the Township has engaged PSD to assist with the plan but it is important to note that this cannot be outsourced on an ongoing basis. It should also be noted that the plan requires updated condition assessments with data no older than two years and this proposal does not include this. Regardless of the approach, the Township needs an AM champion to update its plan and develop lifecycle processes as well as capture costs. Staff and Council need additional AM training and detailed processes to meet the ongoing challenges.

iii. Challenges Managing Roads Network Evident.

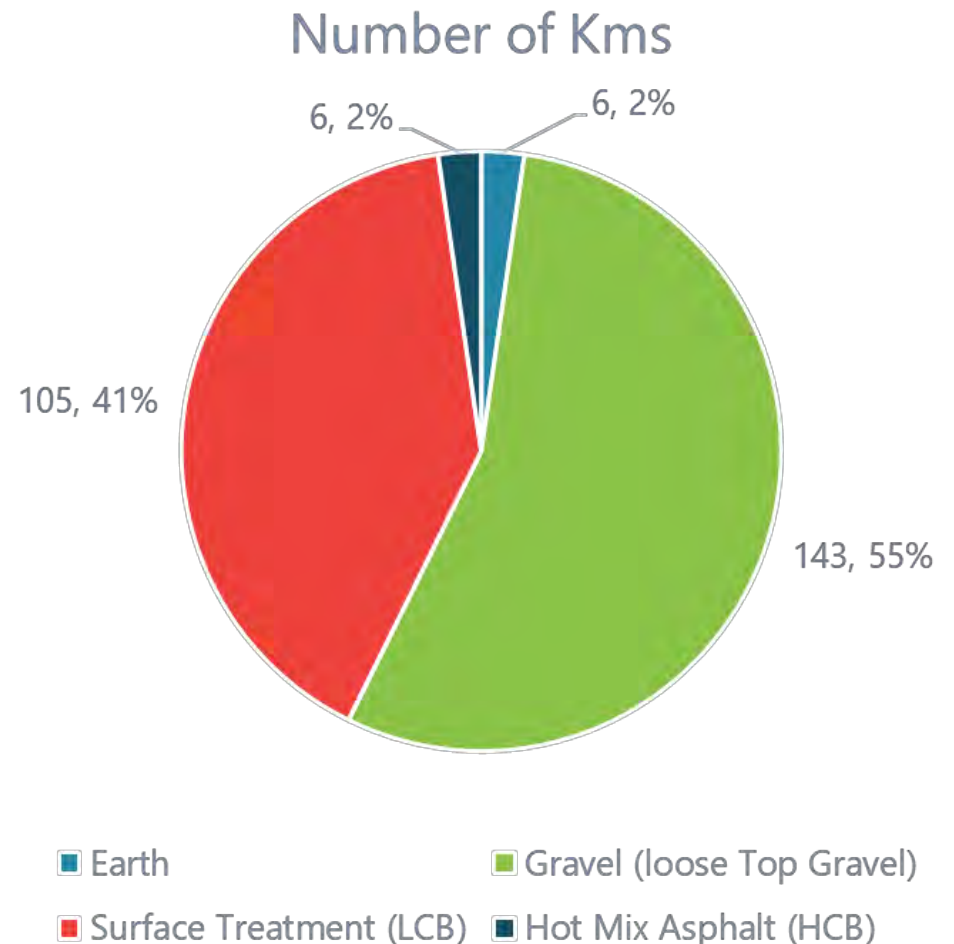
Public Works Department is responsible for the following assets

- 260 centre line kilometer road system of which 55% are gravel.
- 2 Bridges and 8 culverts with >3m span (a further 2 bridges are managed by the County)
- 2 work yards
- 4 small stormwater systems.

The last few years have seen many challenges for the Public Works department in managing its gravel roads and has undertaken an assessment of its own pit, known as the Edwards Pit. Much discussion and analysis surround this pit and the complaints received regarding the condition of the gravel roads. While the number of complaints is unknown, it certainly has been the source of much frustration for the Public Works staff and Council. Part of the challenge the Township has faced is the relatively large number of gravel roads and changing conditions. Further, the Roads Needs Study completed in 2017 indicates that the roads are in relatively good condition but investment of \$2.4 million was needed in the “now needs” category.³

The Asset Management Plan dated 2013 was much more critical of the state of the infrastructure but this was based upon replacement cost and the annual

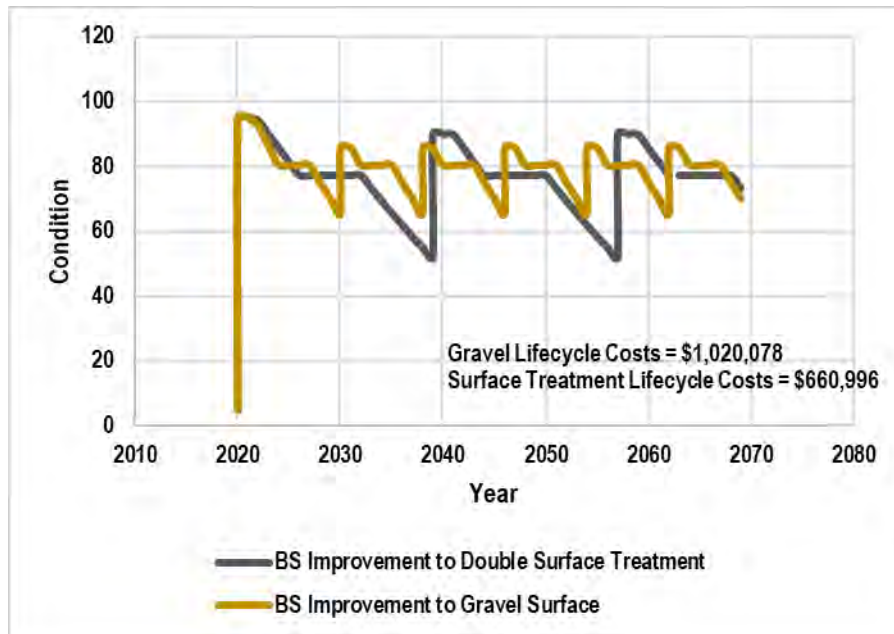
funding shortfall being \$1.4 million.⁴ Of course, it is important to note that the AMP did not include a condition assessment but rather aged based conditions. It also did not anticipate that gravel roads may need to be converted based upon traffic and use.



³ 2017 Douro Dummer Road Needs Report, DMWills Associates Limited, March 2018.

⁴2013 Douro Dummer AMP Public Sector Digest

As part of this review, our team was asked to provide an estimate of gravel conversion costs to which our partner, 4 Roads Management Services Inc. provided both the cost of conversion and the break-even analysis considering investment in surface treated roads versus gravel.



The gravel road conversion cost is estimated to cost between \$81k - \$156k per kilometre. With 143 kilometres, the total cost would be between \$11.7 million and \$22.4 million. **Figure 12: gravel conversion decision matrix and estimated costs** provides the details and elements to consider in the decision to convert any road.

In terms of determining the point at which it is more prudent to move to surface treatment, 4 Roads developed models.

The premise for the models is that both sections are same length, dimensional information and condition.

The Base and Surface (BS) Treatment for low volume roads was applied to each section; all elements of the improvements were the same, with the exception of the Double Surface Treatment which resulted in the higher initial cost for the DST section.

Assumptions:

- 150mm Gran A, 150mm Gran B, .75m² end area excavation both sides for ditching throughout
- Both section 1.4km
- All Inventory Manual adjustment factors are the same
- Gravel lifecycle costs do not include annual dust control or grading
- It takes a road in poor condition, improved by the BS treatment to a condition rating of 90. If we used REC as the improvement it would raise it to 100. We don't want to overestimate the value of the BS improvement and that may be more typically what a lower volume rural municipality may actually do.

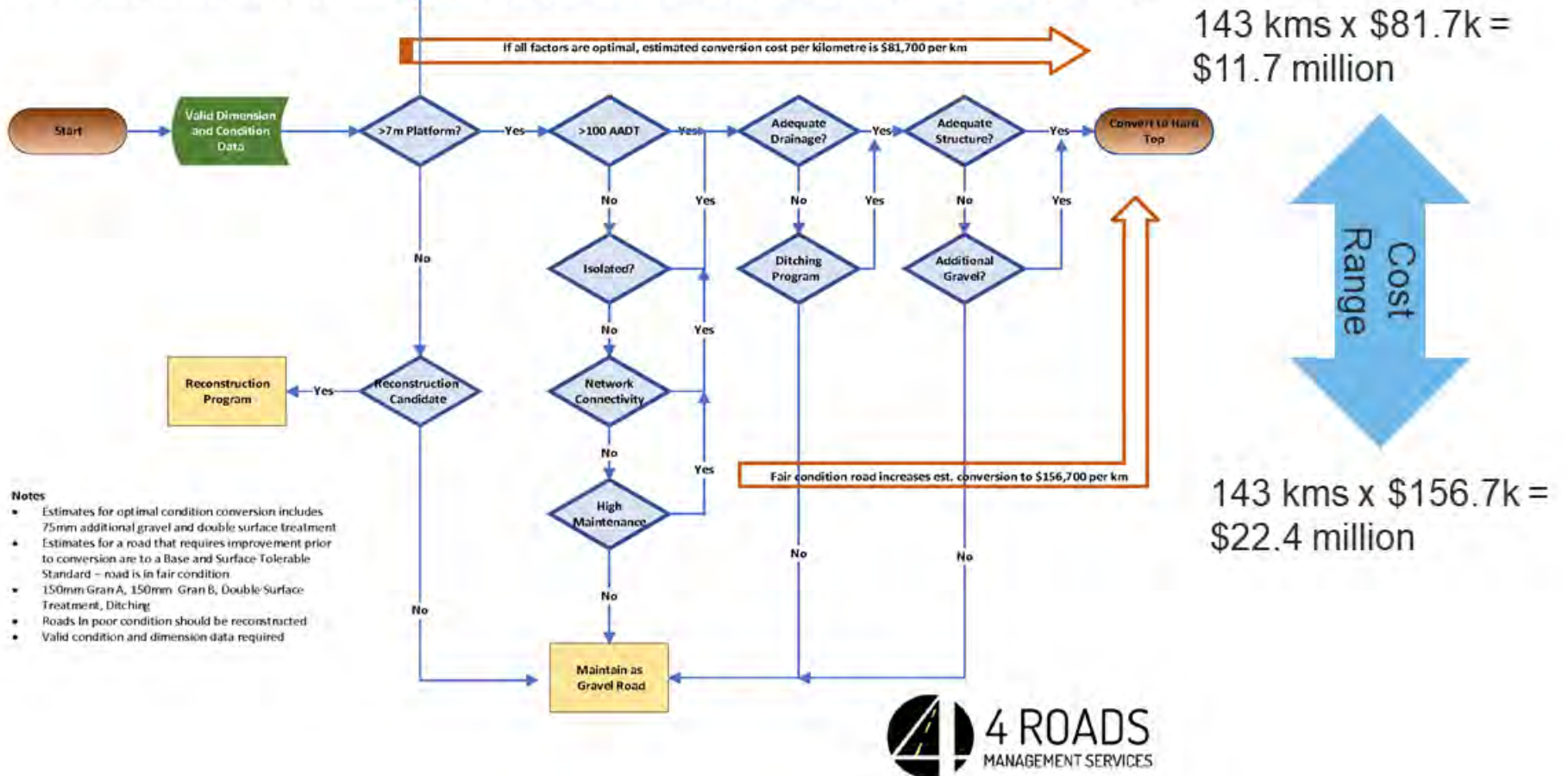
While we did not have DD's unit costs, the analysis would be parallel in terms of cost differential based upon knowledge of thousands of roads systems that 4Roads has analyzed. The model shows that over the lifecycle, gravel roads are more expensive than surface treated roads by about 35%. Payback period occurs at approximately the 13-year mark.

Based upon these models, it would seem that, as part of the next Roads Needs Study, which must be updated prior to 2021 for the Asset Management Plan and the assessment of levels of service for the AMP, the Township may wish to assess the possible conversion based upon needs.

Clearly, it cannot afford to convert all the roads at once but as part of a strategy, it may wish to balance the long-term costs of maintaining gravel roads against the investment. We recommend that detailed analysis of the roads, utilization as well as customer service be undertaken and a balanced, long term plan be developed.

FIGURE 12: GRAVEL CONVERSION DECISION MATRIX AND ESTIMATED COSTS

Douro-Dummer Gravel Road Conversion Decision Matrix and Estimated Costs



ASSET MANAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _ Internal + External	Comments/ Assumptions regarding costs and savings
7.1 Assign/Recruit Corporate AM/IT Project Manager and Departmental Champions	7.1.1 Recruit a Project Manager with oversight for AM/IT and the Edwards Pit. This cannot rest in Finance.	As discussed, Township requires corporate view of major projects.	2020	\$0	Included above
7.2 Update AM Plan	7.2.1 As required by 588/17, the Asset Management Plan is required by 2021.	PSD has been engaged for \$124k. It is important to note that this does not include condition assessments.	2020	\$19,200	Consulting fees of \$124k -FCM Funding provided - Internal costs of 120 hours per department.
7.3 Develop Processes and Deliver Training	7.3.1 Form a Corporate AM team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices.	As required by 588/17, lifecycle management strategy is required by 2021. Form a Corporate team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices. Processes are needed to ensure that AM practices are part of daily practices and are integrated into the lifecycle management of assets as opposed to a year end exercise.	2020	\$65,520	Approximately 1 hour per manager per week

ASSET MANAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
7.4 Roads and Pit Rationalization	7.4.1 Develop long term plan for gravel roads including possible conversion.	Service Levels challenged, particularly for gravel roads. Develop long term plan surrounding gravel roads. Monitor complaints and service requests including time, materials and equipment – develop dashboards for LOS purposes. As provided in this report, we have estimated that gravel conversion will be approximately \$11-22 million. This should be taken into account when setting levels of service.	2021	\$0	Estimated conversion costs \$11-22 million.
7.4 Roads and Pit Rationalization	7.4.2 Update RNS prior to 2021 AMP requirements	An update is needed for 2021	2021	\$20,000	Consulting fees to update condition.
7.4 Roads and Pit Rationalization	7.4.3 Evaluate the Edwards Pit extensively including costs/savings over long term and internal capacity.	Review is needed to ensure that the Township will reap the rewards of this Pit. It may wish to outsource the management. We understand that the Township has engaged two consultants to assist.	2021	-\$50,000	Consulting fees for assessment offset by savings.

ASSET MANAGEMENT IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
7.1.1	Recruit a Project Manager/ Dept Champions	0	0	0		
7.2.1	Complete AMP	0	19,200	19,200		
7.3.1	AM Steering Committee/Develop Processes & Training	0	65,520	65,520		
7.4.1	Review Service levels, gravel conversion	0	0	0	13	See Model AM iii
7.4.2	Update RNS prior to 2021 AMP requirements	20,000	0	20,000		
7.4.3	Evaluate the Edwards Pit extensively	50,000	-100,000	-50,000		
	Total Asset Management	70,000	-15,280	54,720	13	0

11. IMPLEMENTATION TIMELINE

Category	#	Opportunity/ Recommendation	Year Start	2020	2021				2022				2023			
				4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
1.1 Develop Strategic Plan	1.1.1	Update Township Strategic Plan	2021													
1.2 Update Policies	1.2.1	Review Policies	2021													
1.3 Revisit Procedural Bylaw	1.3.1	Update Procedural Bylaw	2020													
1.4 Expand Council Training	1.4.1	Council Training Program	2022													
1.5 Agenda Management	1.5.1	Annual agenda management plan.	2020													
1.6 Council Access to Information	1.6.1	Provide Council Access	2021													
1.7 Create Shared Service Task Force	1.7.1	Create Shared Service Task Force	2021													
	1.7.2	Joint Recreation Master Plan	2021													
	1.7.3	County wide Waste Management.	2021													
	1.7.4	Undertake a joint Winter Control plan.	2021													
	1.7.5	Explore Shared Corporate Services.	2021													
	1.7.6	Review Fire Services County-wide	2022													
	1.7.7	Review Planning and Building/Bylaw Services	2021													

Category	#	Opportunity/ Recommendation	Year Start	2020	2021				2022				2023			
				4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
2.1 Create HR Committee	2.1.1	Create HR Committee of Council	2020													
2.2 Outsource Professional Services	2.2.2	Outsource HR professional services	2020													
	2.2.3	Outsource payroll professional services	2021													
	2.2.4	Outsource Planning Expertise.	2020													
	2.2.5	Hire Corporate Project Manager.	2021													
2.3 New Organizational Structure/Roles	2.3.1	Implement New Organizational Structure	2020													
	2.3.2	Refocus Clerk and Deputy Clerk roles	2020													
	2.3.3	Revamp Administrative Roles	2020													
	2.3.4	Revamp the Recreation and PW Management roles.	2021													
2.4 Job Descriptions/ Pay	2.4.1	Modernize job specifications/Pay Equity	2020													
2.5 Skills Inventory, Training Assessment	2.5.1	Skills Inventory and Training Needs Assessment	2020													
	2.5.1	Document/Train building and planning processes.	2021													
	2.5.2	Ensure adequate technical training for part time/volunteers.	2021													
2.6 Change Management Strategy	2.6.1	Change Management Strategy for SDR Implementation	2020													

Category	#	Opportunity/ Recommendation	Year Start	2020	2021				2022				2023			
				4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
3.1 Develop IT Strategy - Integration	3.1.1	IT Strategy	2020													
	3.1.2	Expand IT service and help desk	2020													
	3.1.3	Virtual City Hall	2021													
3.2 Improve Processes	3.2.1	LEAN SS Training	2021													
	3.2.2	Service Request Module	2021													
	3.2.3	Esend and Tax policies	2020													
	3.2.4	Payroll Self Service and Work Orders	2020													
	3.2.5	Develop Inventory Policy and system	2021													
	3.2.6	Centralize Purchasing, Online processes	2022													
	3.2.7	AM Process Review	2020													
	3.2.8	Building Permits Online - Review	2021													
	3.2.9	Records Management training - Document Mgmt	2020													
	3.2.10	Fire Burn Permits Online	2020													
	3.2.11	PW Process documentation	2020													
	3.2.12	Digitize Level of Service and MMS with MESH	2021													

Category	#	Opportunity/ Recommendation	Year Start	2020	2021				2022				2023			
				4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	3.2.13	Integrate Booking, Public online facility bookings	2020													
	3.2.14	Update contracts, outsourcing with improved AR policy.	2020													
	3.2.15	Move AR to finance.	2020													
3.3 Software implementation and Training	3.3.1	MESH and Mobile training	2021													
	3.3.2	Diamond, Booking, Permitting setup and training.	2020													
4.1 Budget Processes	4.1.1	Modernize Budget Process	2020													
4.2 Financial Reporting and Analysis	4.2.1	Procure Budget Software	2021													
	4.2.2	Update Recreation Master plan	2021													
4.3 Internal Control Framework	4.3.1	Develop financial policies	2021													
	4.3.2	Implement the E-Bank reconciliation module	2020													
	4.3.3	Move Insurance and procurement to Finance.	2020													
	4.3.4	Develop a Corporate Accounts Receivable policy	2020													
4.4 Fee study and non tax revenue	4.4.1	Time tracking against planning applications	2020													
	4.4.2	Undertake fee study and policies on subsidies.	2022													

Category	#	Opportunity/ Recommendation	Year Start	2020	2021				2022				2023			
				4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	4.4.3	Develop advertising program.	2022													
	4.4.4	Expand/sell Building Code services	2022													
	4.4.5	Revenue recovery through third party programs	2020													
5.1 Customer Service Module	5.1.1	Service Request Software	2021													
5.2 Community Engagement Strategy	5.2.1	Community Engagement Strategy	2021													
5.3 Update Website & Public Information	5.3.1	Update Building Public information	2021													
	5.3.2	Update Website	2020													
6.1 Align Space	6.1.1	Align Space to organization	2020													
6.2 Facility Condition Assessments	6.2.1	Building Condition Assessments of CC	2022													
6.3 Revitalize PW/Fire Facility Review	6.3.1	Facility review	2021													
	6.3.2	Update the Fire Master Plan	2021													
6.4 Repurpose Community Centre	6.4.1	Track utilization and costs.	2020													
7.1 Corporate AM	7.1.1	Recruit a Project Manager/ Dept Champions	2020													
7.2 Update AM Plan	7.2.1	Complete AMP	2020													

				2020	2021					2022				2023			
Category	#	Opportunity/ Recommendation	Year Start	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
7.3 Develop Processes and Deliver Training	7.3.1	AM Steering Committee/Develop Processes & Training	2020														
7.4 Roads and Pit Rationalization	7.4.1	Review Service levels, gravel conversion	2021														
	7.4.2	Update RNS prior to 2021 AMP requirements	2021														
	7.4.3	Evaluate the Edwards Pit extensively.	2020														

12. SUMMARY OF COST (SAVINGS) BY RECOMMENDATION

below shows the detailed external costs and internal cost/savings estimates by recommendation. It is important to note that there is about \$128k investment in technology and associated training that we believe would take approximately three years to implement and result in long term savings. We have provided VERY conservative estimates of savings from the shared services recommendations as it will require DD, the County and other municipalities buy in to make these work. However, we do believe that, in 5 years, all of the investments made will be more than recovered. While we have recommended a Corporate Project Manager for the implementation of the SDR, Asset Management and IT strategy, this could be an assignment internally or funding provided in next round of modernization project. The Township should commit to review the organizational structure as part of the strategic planning exercise in 2022 and align roles with these plans.

Category	Total External Costs 3 years	3 Year Internal Cost/Savings	Total Internal/External Costs - 3 years	Total Estimated Savings/Cost Avoidance over 10 years
1. Governance	\$305,000	-\$223,333	\$81,667	-\$2,800,000
2. Organization	\$413,200	-\$69,010	\$344,190	-\$698,000
3. Technology & Processes	\$226,700	-\$306,195	-\$79,495	-\$1,816,295
4. Management & Performance	\$50,000	-\$28,000	\$22,000	-\$328,667
5. Customer Service & Engagement	\$20,000	\$8,400	\$28,400	
6. Facilities	\$65,000	\$4,680	\$69,680	
7. Asset Management	\$70,000	-\$15,280	\$54,720	
Grand Total	\$1,149,900	-\$628,738	\$521,162	-\$5,642,962

13. CONCLUSION

In conclusion, the Township of Douro-Dummer is has seen a lot of change in the past year. There have been many challenges and many successes.

It is at a critical juncture with the impending recruitment of a new CAO and Manager of Public Works. The Council and staff need to band together as a team to make these recommendations happen. The Township needs to transform its culture to one of continuous improvement and learning together.

A long-term vision is needed to define where it will be in the next 5, 10 and 20 years. This is the legacy for the current Council and we are hopeful that change is managed through a deliberate strategy with a strong leader at its helm.

This road ahead will not be easy, but the Township will reap significant rewards by investing today for a better tomorrow. WSCS Consulting Team are confident that the recommendations in this report is a positive step in that direction.

14. ACKNOWLEDGEMENT

We wish to express appreciation to the Council, the Steering Committee, Management, and staff for their participation, cooperation and assistance throughout the project.

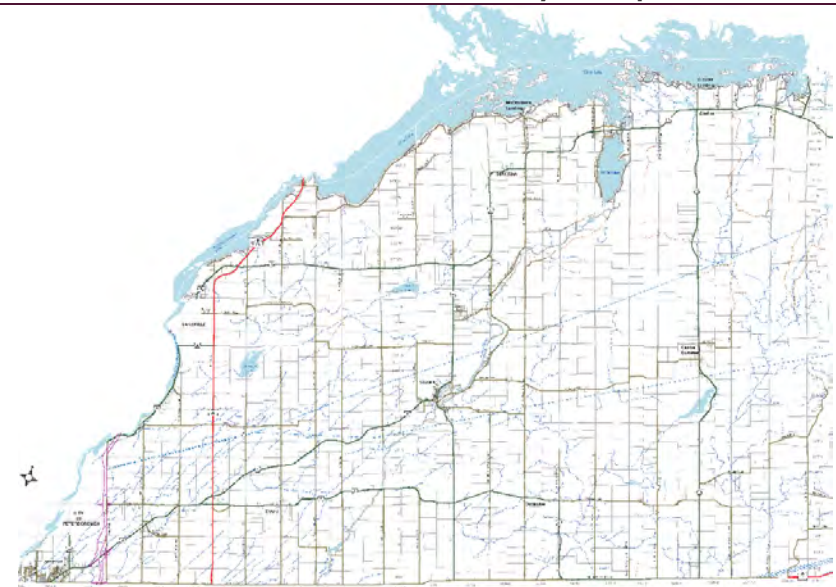
Background and Benchmarking

Background

Situated in east of the GTA, the Township of Douro-Dummer (the Township or DD) is a lower-tier municipality in Peterborough County. The Township is primarily rural with 459 square kilometres and relatively low population density at 14.5 per square kilometre. Management of resources is challenging: a large geographic area primarily funded by the residential tax base (over 89%).

Its many lakes and rivers make the Township a desirable place to raise a family. In terms of municipalities in Ontario, DD is right in the middle in terms of population size. While it represents 0.034% of the province’s population, there are 215 (48%) smaller lower/single tier municipalities in Ontario. Since 2011, its population of 6,709 has declined (Figure 16). Like many municipalities outside the GTA, the Township’s population is aging. Its median age is 47.5 years which is under the County’s median age of 48.3 but over Ontario’s at 41.3 years. In terms of young people, the Township’s population under the age of 19 represents 22% which the same as the province’s overall proportion. The demographics indicate that there is a need for services for both young and seniors. The biggest challenge is finding ways to promote youth programming when there are limited opportunities for higher education and ability to earn income.

The proximity to the City of Peterborough means that many people have the amenities nearby but relatively low taxes. And yet, one should note that DD residents have higher than average income in comparison to the rest of the County and the province. Average dwelling prices are 45% lower than the rest of the province and overall shelter costs are over \$500 less per month. This clearly makes DD quite attractive but without



transit, there would be a tendency for young people to move to more urbanized areas.

FIGURE 13: MAP OF TOWNSHIP OF DOURO-DUMMER, SOURCE: PETERBOROUGH COUNTY GIS

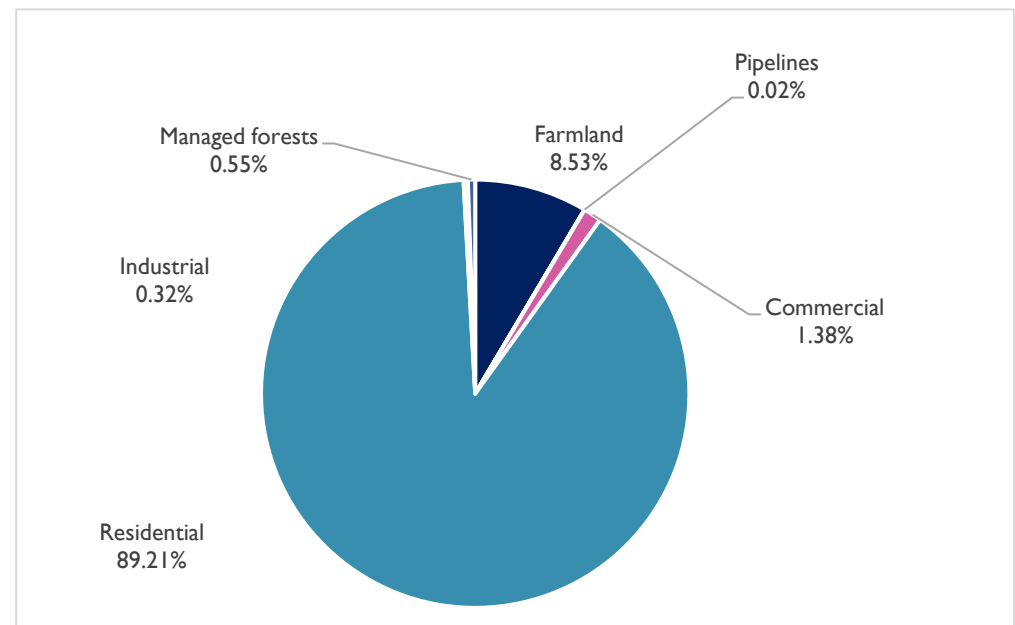


FIGURE 14: DD TAXABLE ASSESSMENT

DD CENSUS DATA

DD Average age 43.5 which is 2.5 years older than province - Median age = 47.5 years.

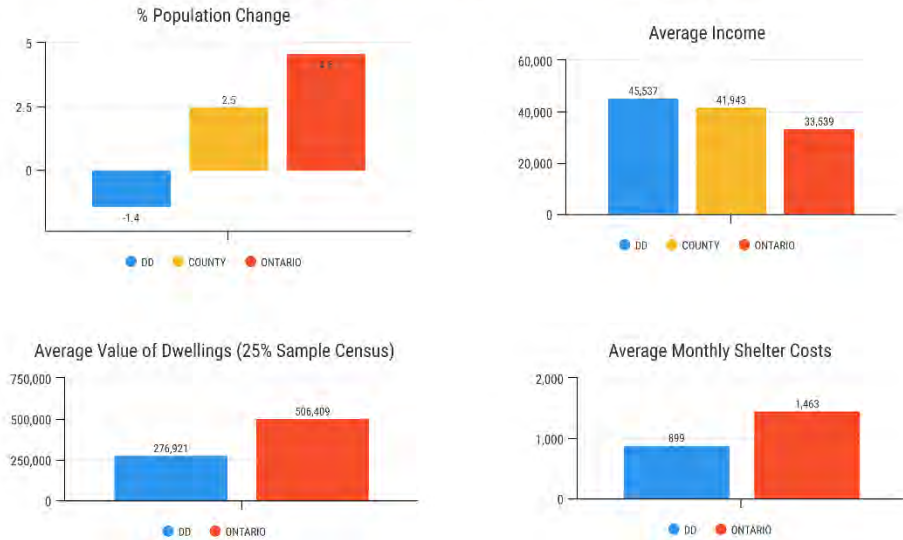


FIGURE 16: DD 2016 CENSUS DATA: STATISTICS CANADA

This proximity has other challenges. It means that commercial development has not been extensive. Most people work outside in the Township (92% - Figure 17) and seasonal residents are likely coming from the city. It is likely that they tend to shop and purchase services in the city on their way to DD. The burning question is: would people shop locally if the options were available? Some commercial ventures have been successful but the Township has seen a loss of some businesses over the years as well. The recent COVID pandemic may mean that DD will become desirable for those that want to escape urbanization. It is clear that commercial assessment is very low in comparison to residential (Figure 14). This means that any changes to services are primarily borne by the residential taxpayer.

This is a question of community vision and long-term planning. Being less than an hour from the eastern edge of the GTA and Highway 407, DD could see significant growth in the next decade. However, if the Township wants this to occur, it needs to have the foundation for growth. Estimates from the Province indicate that this growth could be as much as 15,000 people by 2041, only 21 years away (Figure 15).

This means that DD and the County needs to put modern management structures, systems, policies and processes in place so that it is ready for additional demands for services and be able to manage higher expectations that are typical of those moving from urban centres. This is what is envisioned by the Province, for municipalities, and other levels of government, to work together to eliminate red tape and duplication, with the customers’ best interests at the forefront.

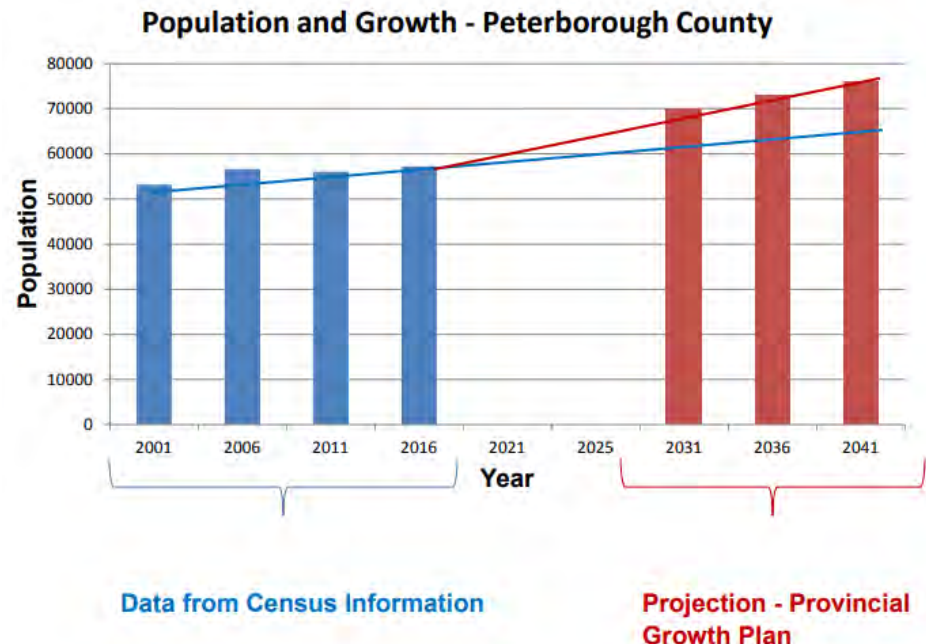


FIGURE 15: PB COUNTY GROWTH PROJECTIONS – EXCERPT FROM OFFICIAL PLAN STORYBOARD (MINISTRY OF FINANCE)

recognized that there are many opportunities to deliver more efficient and effective services, improve customer and staff satisfaction, better, more sustainable use of resources by transforming its operations through service rationalization, alternative methods of delivery and business process redesign.

This Service Delivery Review (SDR) provides an opportunity for a municipality to respond to multiple (and often competing) demands for a wide range of services and programs while facing budgetary pressure and fiscal constraint.

The key focus of the SDR is to determine if the Township has opportunities to:

- a. Improve service and outcomes
- b. Meet new or increased demand from customers for services;
- c. Improve service delivery mechanisms and processes;
- d. Maintain existing service levels in the face of competing priorities or decreasing revenues;
- e. Reduce costs; and/or
- f. Improve revenues.

Our review revealed that the Township has many opportunities to improve processes, better manage its service demand and positively impact the community. DD should continue to be a leader in terms of shared services and regional approaches to service delivery.

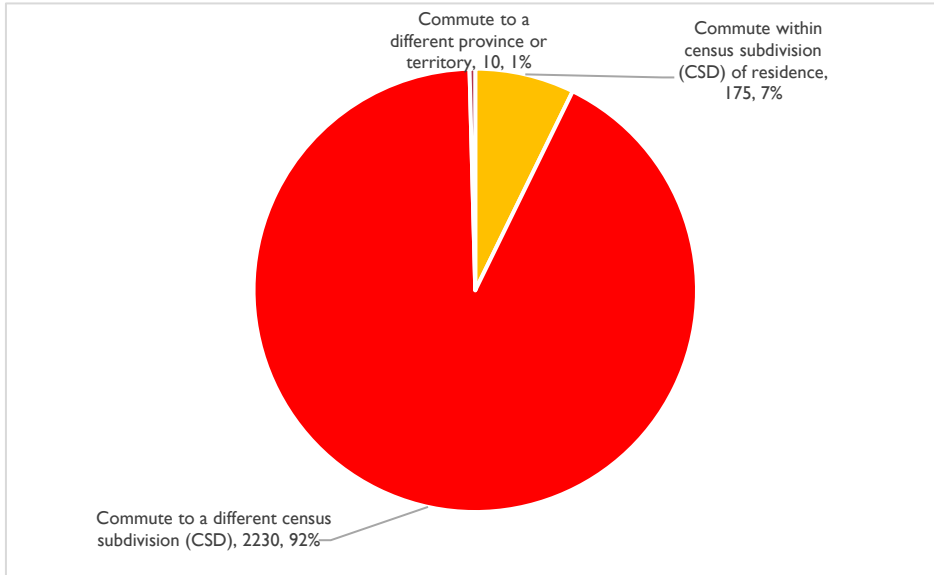


FIGURE 17: COMMUTING PATTERNS OF DD RESIDENTS

In terms of delivery mechanisms, streamlined processes, particularly in terms of planning, are needed to entice developers to explore outside the GTA. This includes the ability for online submissions and plan markup as well as virtual meetings. The first step towards this goal was made during COVID.

Given the number of residents that commute to work outside of DD and seasonal residents need to have 24/7 online services. It is no longer acceptable to make people visit the Township office for services. COVID has made this even more of a reality. This report provides new ways of doing business and provides the technology backbone needed for modernized services. Thinking LEAN means focusing on the customer: the way they want to be served, at the time they want to be served and in an efficient manner. Respecting their time is of utmost importance. With recent changes in the organizational leadership and direction, Township Council

Township Services

The services delivered by the Township are fairly typical of a lower tier, rural municipality. Limited in its jurisdiction through a combination of mandatory services as set by legislation and discretionary services by choice or design of the municipality. Regardless of the service type, it is important to note that even mandatory services do not need to be delivered by the Township directly but rather managed by the Township.

However, there is no such thing as the “typical” municipality, as each municipality is different in terms of types and variety of services. Municipal government is complex. The Township is only one of many public-sector bodies providing services to DD residents. The County, Provincial and Federal government departments and agencies also impact the lives of citizens. Often, there is a lack of understanding of jurisdiction between different levels of government leading to expectations gaps between citizens and the Township. All this being said, while we have used some benchmarks in this report (Appendix B), we have done so as information only and provide some guidance on possible opportunities to be explored with partners. The reader should be cautioned that the simple fact that a service may be delivered at less cost or more volume by another municipality does not necessarily mean more efficient or effective.

Peterborough (PB) County has the added complexity with a single tier City that provides some typical upper tier services on behalf of the rest of the County residents. An example of the unique service provision is waste management. PB County provides “reduction” services with the garbage collection which is provided by the lower tiers. In other areas of the Province, the upper tier may provide all or no waste management services. These types of decisions may date

back many years and reflect individual municipal circumstances. Many upper-tiers have the approval authority for lower tier official plans while others must get approval from the Minister of Municipal Affairs and Housing. For DD, the official plan (OP) is part of Peterborough County’s OP. When the Province downloaded social services, social housing and ambulance services in 1998, there was a requirement for each municipality to provide these services as a Consolidated Municipal Service Manager (CMSM). Some municipalities opted to be a single tier and “contract” out the role of the CMSM. In Peterborough, the City is the CMSM with joint responsibility for long term care, housing and paramedic services. Transportation services in PB County is shared based upon the class and ownership of the road/bridge. This makes benchmarking with other municipalities both challenging and interesting. Assumptions, methods of delivery, organizational structure, location, natural environment, location all play a role in how municipalities operate. Figure 18 provides a high-level overview of the services provided by DD, PB and the City and Figure 19 shows the difference in taxes per household.

The service delivery decisions at both levels causes confusion for residents, particularly those that come from single tier municipalities, such as the cities of Toronto and Ottawa. Further, duplication and overlap exist for both tiers and we are of the opinion that efficiencies can be realized for DD and the other municipalities in PB County through better collaboration and shared services. The appropriate “tier” for each service should be identified and only delivered by that tier. In some situations, that means that services should be uploaded to the upper tier and in others, it makes sense to download to the service closest to the customer.

Although the primary focus of this report are the services managed and provided by the Township, we identified that there are many business processes that require interaction

with other levels of government. Further, there are many “back office” functions, cross departmental processes that impact services that customers never see nor understand. Many of these processes have non-value-added steps that can be eliminated which will reduce cost and improve services. In order to realize these savings, the Township, with its partners, should look to ways to share resources, reduce red tape and move to “one stop shop” as much as possible. Customers do not want to be shuffled from one place to another – the more that municipalities can do to eliminate the frustrations for customers, the more value they will see and be willing to pay for.

We noted that Peterborough County recently completed its SDR and some recommendations, particularly in Transportation Services, suggested service rationalization. We are of the opinion that more could be done to better serve the customers across the County through partnerships. Consequently, we have provided an overview of the services provided at the different levels as well as the City of Peterborough to show that there are many areas of potential overlap, duplication or opportunities for synergies.

We are of the opinion that there are opportunities for better collaboration with the County, the City and neighbouring municipalities on a variety of fronts. In particular, recreation, waste management, fire services, facilities and fleet management and transportation (winter control). We have made some observations in this report that we urge the Council to consider during the next round of strategic planning. This would require a County-wide approach not just at the Township level, perhaps in the form of a **“Shared Service Task Force”**.

PETERBOROUGH COUNTY/CITY/DD SERVICE INVENTORY




FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Social Services	Recreation and Cultural Services	Planning & Development
 Lower Tier	<ul style="list-style-type: none"> • CAO's Office (includes HR) • Governance & Council • (5 members) • Clerk's office • Finance (includes IT) 	<ul style="list-style-type: none"> • Fire • Police (Contract) • Conservation authority • Bylaw • Building • Emergency measures 	<ul style="list-style-type: none"> • Roads – 260 kms (111 Paved, 149 Unpaved) • Bridges (2) and culverts (8) • Roadside • Winter control (509 kms) 	<ul style="list-style-type: none"> • Solid waste collection and Disposal – Waste Transfer Station 	<ul style="list-style-type: none"> • Cemeteries 		<ul style="list-style-type: none"> • Parks – 30 acres • Trails – 5 kms • Boat launches • Recreation facilities – Douro CC, Warsaw CC, Rec Centre • Libraries 	<ul style="list-style-type: none"> • Planning and zoning • Commercial and industrial • Residential development • (PB & KW ED)
 Upper Tier	<ul style="list-style-type: none"> • CAO's Office • Governance & Council (16 members – 2 from each LT) • Clerk's office • Finance • IT • HR 	<ul style="list-style-type: none"> • Emergency measures 	<ul style="list-style-type: none"> • Roads – 710 kms • Bridges (127) and culverts (27) • Roadside • Winter control (710 kms) • Transit – Special Needs 	<ul style="list-style-type: none"> • Solid waste collection and disposal • Recycling 	<ul style="list-style-type: none"> • Public Health Unit (transfer to City) • Ambulance Services (operate) 	Transfers to City <ul style="list-style-type: none"> • Ontario Works • Child Care • Social Housing • Long Term Care (joint with City) 	<ul style="list-style-type: none"> • Lang Pioneer Village Museum • County Jail 	<ul style="list-style-type: none"> • Planning and zoning (Official Plan) • Commercial and industrial • County forests
 City – Single Tier	<ul style="list-style-type: none"> • CAO's Office • Governance & Council (11 members) • Clerk's office • Finance • IT • HR 	<ul style="list-style-type: none"> • Fire • Police • Conservation authority • Bylaw • Building • Emergency measures • Provincial Offences 	<ul style="list-style-type: none"> • Roads – 485 kms • Bridges (48) and culverts (18) • Roadside • Streetlighting • Parking • Winter control (482 kms) • Transit • Air 	<ul style="list-style-type: none"> • Water Treatment & Distribution • Wastewater Collection, Treatment and Disposal • Urban Storm Sewer • Solid waste collection and disposal • Recycling 	<ul style="list-style-type: none"> • Public Health Unit (operate) • Ambulance Services (transfer to County) 	<ul style="list-style-type: none"> • Ontario Works (CMSM) • Child Care (CMSM) • Long Term Care (operate) • Social Housing 	<ul style="list-style-type: none"> • Parks – 100+ • Beaches (2), dog parks, wading pools(4), splash pads(5), Pavilions • Sports fields • Trails • Marina, Boat launches • Recreation facilities – Wellness Centre, Arena (4) • Museum, Art Galleru 	<ul style="list-style-type: none"> • Planning and zoning • Commercial and industrial • Economic Development (PB & KW ED)

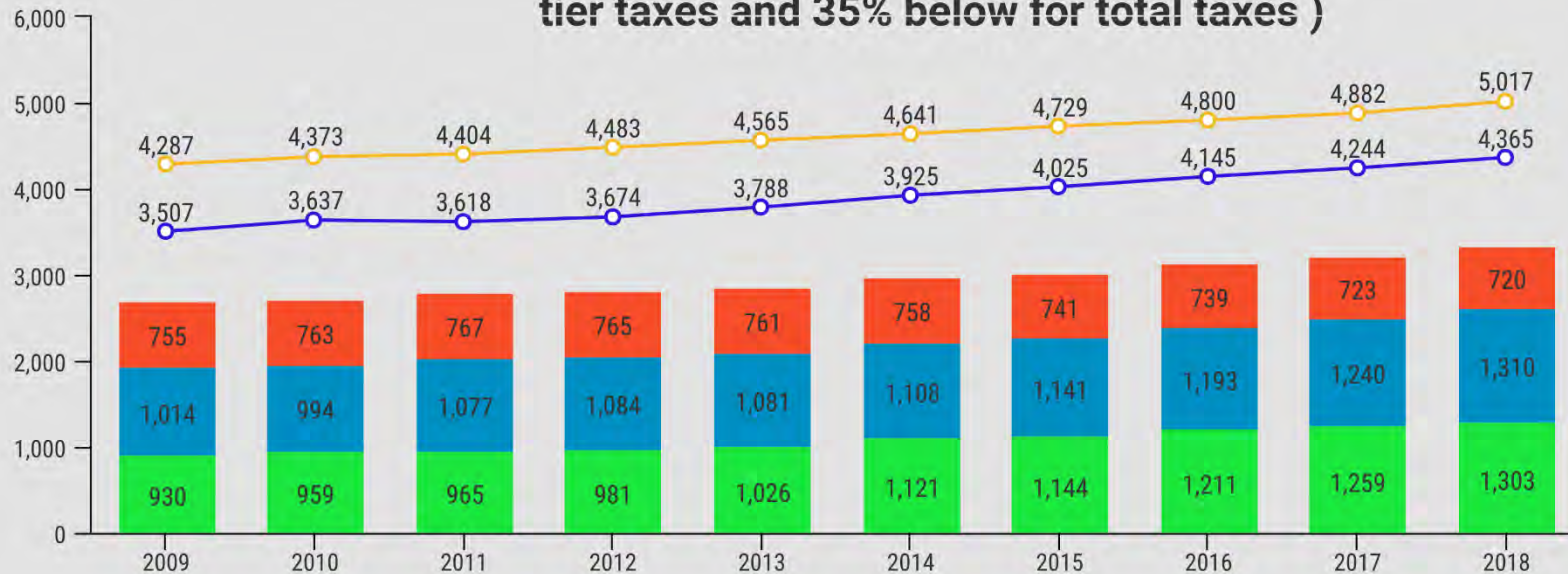
FIGURE 18: MUNICIPAL SERVICES IN PETERBOROUGH AND DD BY TIER



DD Results

Municipal Taxes per household

(DD is 54% below provincial average of \$2,805 for lower tier taxes and 35% below for total taxes)



● Education ● PB County ● DD ● PROV ● CITY OF PB

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
PROVINCE	4,287	4,373	4,404	4,483	4,565	4,641	4,729	4,800	4,882	5,017
EDUCATION	755	763	767	765	761	758	741	739	723	720
PB COUNTY	1,014	994	1,077	1,084	1,081	1,108	1,141	1,193	1,240	1,310
DD	930	959	965	981	1,026	1,121	1,144	1,211	1,259	1,303
DD % YEAR OVER YEAR CHANGE		3.1%	0.6%	1.7%	4.6%	9.2%	2.1%	5.8%	4.0%	3.5%
CITY OF PB % CHANGE		3.7%	-0.5%	1.6%	3.1%	3.6%	2.5%	3.0%	2.4%	2.9%
PROV % YEAR OVER YEAR CHANGE		2.0%	0.7%	1.8%	1.8%	1.7%	1.9%	1.5%	1.7%	2.8%

FIGURE 19: DD/COUNTY/CITY TAXES PER HOUSEHOLD VS. PROVINCE (2009-2018 -FIR)

Township Services – How they are Delivered, How Much do they Cost and How are they Paid for

Each service is explored in more detail in this report. Municipal services are vast and most of them require people to deliver them to the citizens, particularly the basic operations. Many services are taken for granted. Citizens and visitors drive on the roads to get to where they want to be and generally, if they get to their destination without incident and in a timely manner, no more thought is given. However, when municipal services are not available or in poor condition, due to snowstorms or closures, municipal staff will hear about it. So often, only complaints are lodged as opposed to complements. It is for this reason that it is imperative to have good, long term asset management plans, sufficient funding for the lifecycle maintenance costs for these assets and a strategy to replace assets before they are no longer useful. How services are delivered and assets are managed has a direct impact on the satisfaction of the customers.

The challenge is that many of the costs to maintain services are rising and municipalities have limited revenue generating options. Like most municipalities, DD's primary source of revenue is property taxation, which is mostly generated from residential properties. User fees and development charges provide for direct service revenues but are not covering DD's services, even in the building and planning areas. DD is still reliant on grants from other levels of government which indicates that it is vulnerable should funding levels change.

The net levy (Figure 20) at \$5.5 million means that a 1% tax increase will yield approximately \$55k, which would convert 0.4 kilometres of gravel road to surface treatment. As

discussed in this report, DD has financial pressures that need to be planned and, unfortunately, mostly borne by the residents. It is important that DD rationalize the most important services and level at which they are delivered. DD should be looking at property tax increases as part of its long-term financial strategy and asset management plan to improve its reserves position and better insulate it from fluctuations in grants. As well, the recent COVID situation will likely have impacts on its solvency situation.

DD should turn its attention to find alternative revenue sources to better cover its discretionary (recreation) and development-based services such as planning approvals and building permits.

As shown in Appendix B, DD is not keeping up with its asset investments and it will continually fall behind which will increase its infrastructure deficit.

DD'S SERVICE INVENTORY

FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning & Development
SUB-SERVICE CATEGORIES	<ul style="list-style-type: none"> Corporate Management (CAO's Office) Governance & Council Clerk's office Finance 	<ul style="list-style-type: none"> Fire Police (Contract) Conservation authority (Levy) Bylaw Building permit and inspection services Emergency measures 	<ul style="list-style-type: none"> Roads – 260 kms (111 Paved, 149 Unpaved) Bridges (2) and culverts (8) Roadside Winter control (509 kms) 	<ul style="list-style-type: none"> Solid waste collection and Disposal – Waste Transfer Station 	<ul style="list-style-type: none"> Cemeteries 	<ul style="list-style-type: none"> Parks – 30 acres Trails – 5 kms Boat launches Recreation facilities – Douro CC, Warsaw CC, Rec Centre Libraries (Out of scope of review) 	<ul style="list-style-type: none"> Planning and zoning Commercial and industrial Residential development (PB & KW ED)

2020 BUDGET (INCL CAPITAL BUT NOT AMORTIZATION)

Expenses	11,245,906	2,419,880	3,250,023	3,726,009	307,937	3,700	1,388,312	150,044
Revenues	-5,759,407	-1,133,076	-1,506,349	-2,080,104	-132,484	0	-836,168	-71,226
Net Levy	5,486,499	1,286,804	1,743,675	1,645,905	175,453	3,700	552,144	78,818

FIGURE 20: DD SERVICES AND 2020 NET LEVY

DD'S Workforce – Delivering Services



WORKFORCE - CURRENT STATE ANALYSIS

Organization Structure



Note: During this review, the Deputy Clerk was appointed as the Temporary CAO. Recruitment is underway for a permanent replacement.

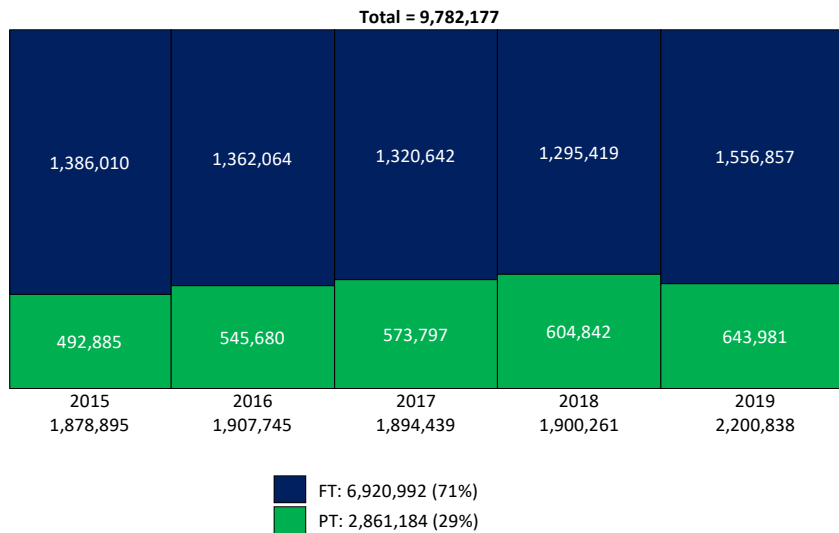
FIGURE 21:DD ORGANIZATION CHART AT JUNE 2020

DD has very dedicated, passionate staff who strive to deliver quality services to its citizens. It had a long time CAO who provided stability and guidance for several decades. Recent retirements of the CAO and other senior management has created both challenges and opportunities to review the current structure and roles.

DD's organizational structure (Figure 21) is fairly typical of municipalities of its size but is subject of many findings in this report. There is a need to better align the organization and roles with the services DD provides. Further, more corporate approaches are needed to manage enterprise projects that span all departments. While salaries and wages total expenses increased in 2019 due to new hires (Figure 22), the total workforce had declined from 33 staff in 2014 to 26 in 2018 (Figure 23). One will note that part time hours and costs have also increased over the same period but reporting on the FIR does not seem to align with the costs. Figure 25 and Figure 24 show that Protective

Services (Fire – Volunteers) has seen the largest increase in the cost of part time staff to ensure coverage and meet regulatory requirements. While Recreation has seen a significant increase in the cost for part time staff, its full-time costs have declined.

FIGURE 22: DD SALARIES & WAGES (2015-2019) SOURCE: DD FINANCIAL SYSTEM



In fact, Recreation has seen a total decline in salary and wage costs since 2015 (reduction of 7%), likely due to the use of PT staff. However, since DD does not have any specific performance measures, the impact on services is unclear. Administration, Fire and Public Works have seen the most significant increases with 14%, 43% and 23% increases respectively over 5 years (Figure 25). This appears to be in line with the challenges faced by these departments to meet new regulatory/mandatory requirements. Training costs, by comparison, have been declining as a percentage of total expenditures. Table 2 shows that DD has been spending less each year on training, both in current dollars and as a percentage of total expenditures since 2015. This appears to be consistent with our assessment of the technical skills, and technology utilization. Studies show that investing in staff training has a *“plethora of benefits for a company: it increases*

*employee engagement, retention, and productivity; it decreases the need for supervision, reduces absenteeism, improves customer service... Well-trained employees make fewer mistakes and, because they feel valued and appreciated, training increases their commitment and personal confidence.”*⁵ Best practice indicates that training budgets for organizations of DD’s size should be investing 2-2.5% of its annual expenses. DD’s rate of spend is less than 2% and has been declining, even though new staff have been hired. New training methods have made it more affordable and convenient for staff outside the GTA to attend sessions and take advanced courses.

Workforce by Type 2014-2018 (FIR)



Workforce by Function 2014-2018 (FIR)

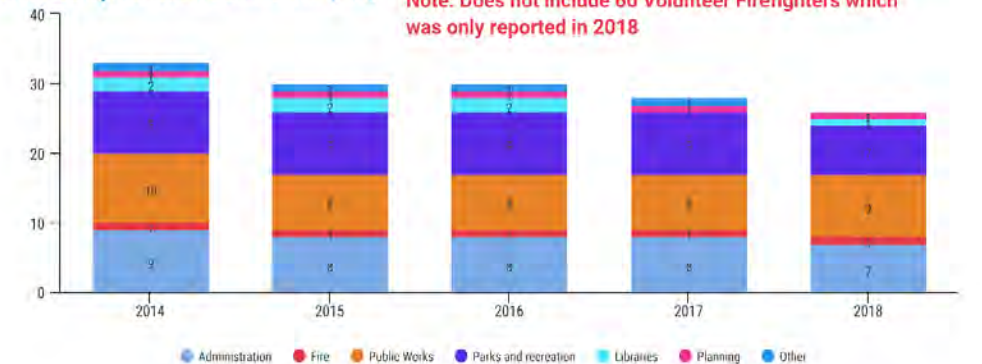


FIGURE 23: DD WORKFORCE 2014-2018 (FIR)

⁵ Efrontlearning.com Learning Study

FIGURE 25: DD FULLTIME SALARIES AND WAGES (2015-2019)

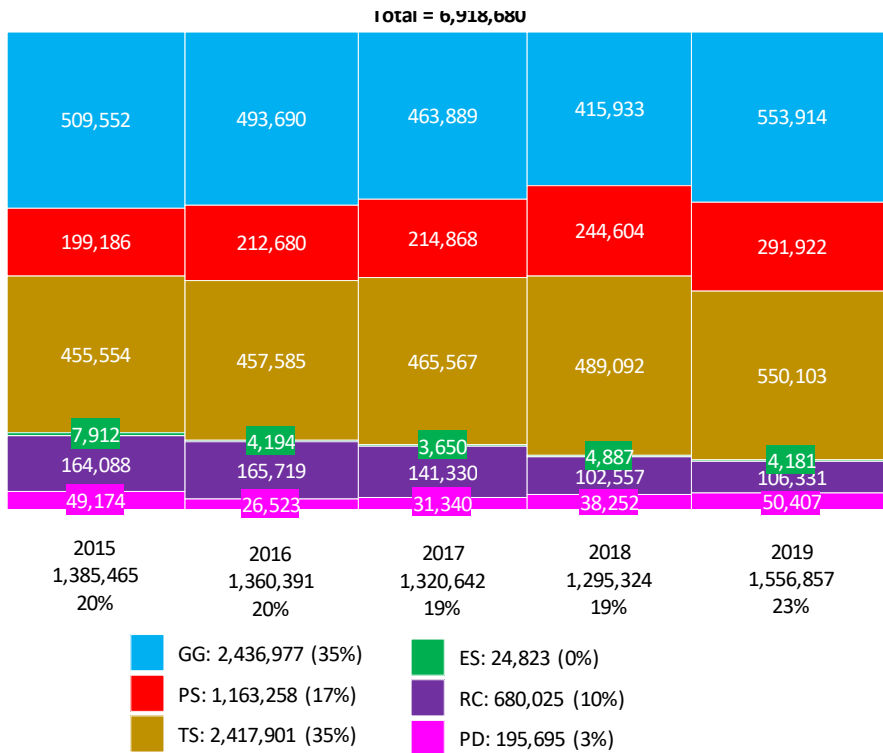


FIGURE 24: DD PART TIME SALARIES AND WAGES (2015-2019)

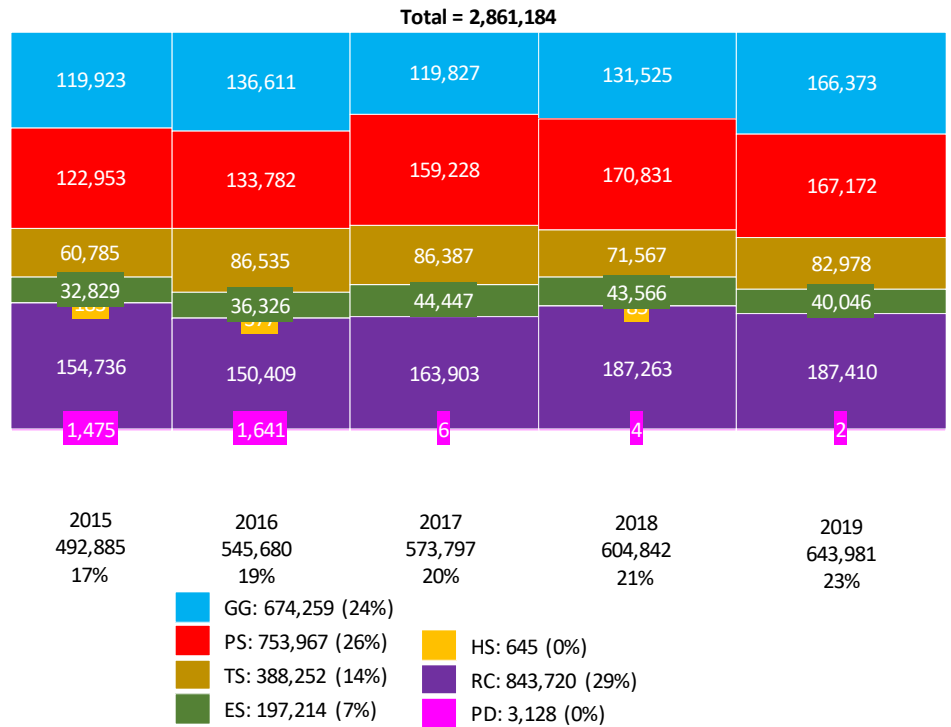


TABLE 2: DD TRAINING COSTS (2015-2019)

Department	2015	2016	2017	2018	2019	Grand Total
Council	\$ 13,298	\$ 14,112	\$ 11,058	\$ 12,187	\$ 7,862	\$ 58,517
Admin	\$ 16,774	\$ 16,409	\$ 17,847	\$ 14,349	\$ 9,785	\$ 75,163
Fire	\$ 21,328	\$ 20,252	\$ 19,511	\$ 14,467	\$ 21,975	\$ 97,532
Building/Bylaw	\$ 4,420	\$ 1,333	\$ 1,684	\$ 1,154	\$ 3,731	\$ 12,322
Public Works	\$ 13,867	\$ 16,071	\$ 14,673	\$ 12,474	\$ 12,191	\$ 69,276
Recreation	\$ 4,554	\$ 1,512	\$ 5,130	\$ 3,505	\$ 3,074	\$ 17,775
Planning	\$ 1,617	\$ 3,741	\$ 3,214	\$ 130	\$ 1,168	\$ 9,870
Other	\$ 3,626	\$ 3,015	\$ 4,639	\$ 5,846	\$ 1,346	\$ 18,472
Total	\$ 79,484	\$ 76,445	\$ 77,755	\$ 64,112	\$ 61,132	\$ 358,927
Total Expenditures	\$ 4,314,473	\$ 4,314,473	\$ 4,314,473	\$ 4,314,473	\$ 4,314,473	\$ 21,572,365
Training costs as a %age of Total Expenditures	1.8%	1.8%	1.8%	1.5%	1.4%	1.7%

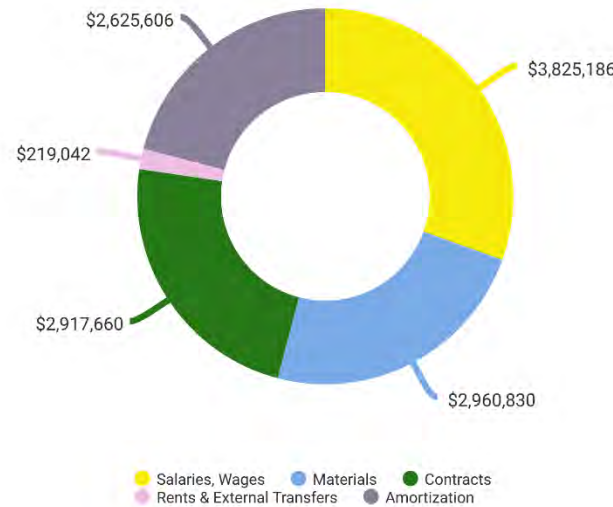
How Much do DD's Services Cost to Deliver?

DD's services are delivered by both internal staff (30%) and external contracts (23%) and has managed to keep these costs at or below inflation over the past five years. While the average year over year increase in total is 3.6%, salaries and wages have been below the rate of inflation (Figure 26). The largest increases have been seen in contractual services with an average annual change of 6% (Figure 27). Materials and inventory also have seen increases in recent years. This may point to an overall change in construction costs since 2015 (16%⁶). Protective services have taken over as the highest cost service at \$2.16 million, an increase of over \$600,000 from 2014 and an average year over year increase of 8.8%. Planning and Development has also seen a significant increase



DD RESULTS - CURRENT STATE ANALYSIS

Expenses by Object 2018



Expenses by Function 2018

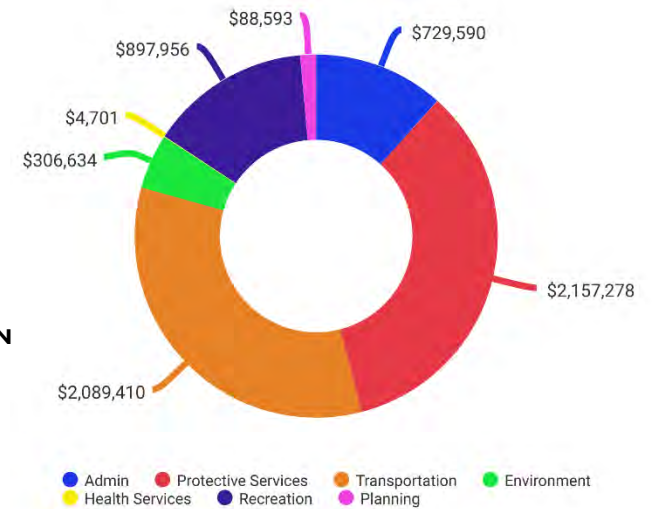


FIGURE 26: 2018 EXPENSES BY OBJECT AND FUNCTION (FIR)

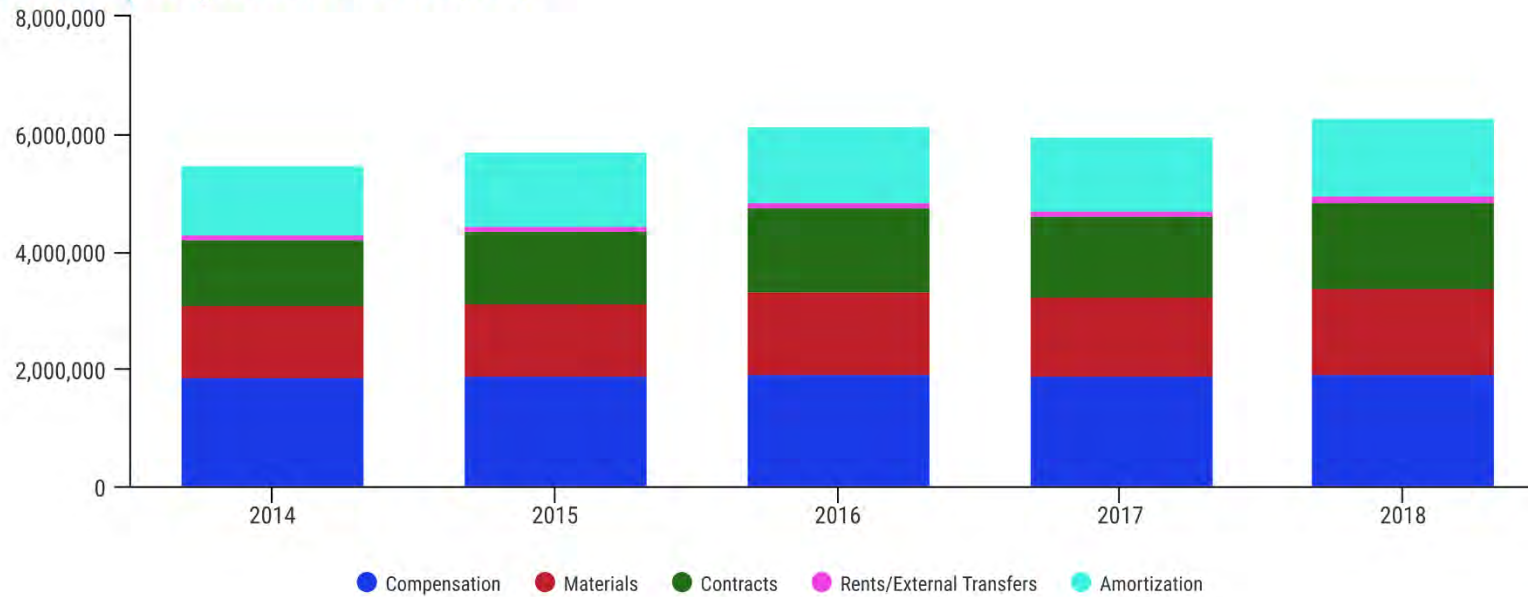
in costs without the corresponding increase in fee revenues (Figure 28).

⁶ <https://www150.statcan.gc.ca/t1/tb11/en/tv.action?pid=1810002201>



DD EXPENSES - TREND ANALYSIS

Expenses by Object 2014-2018 (FIR)



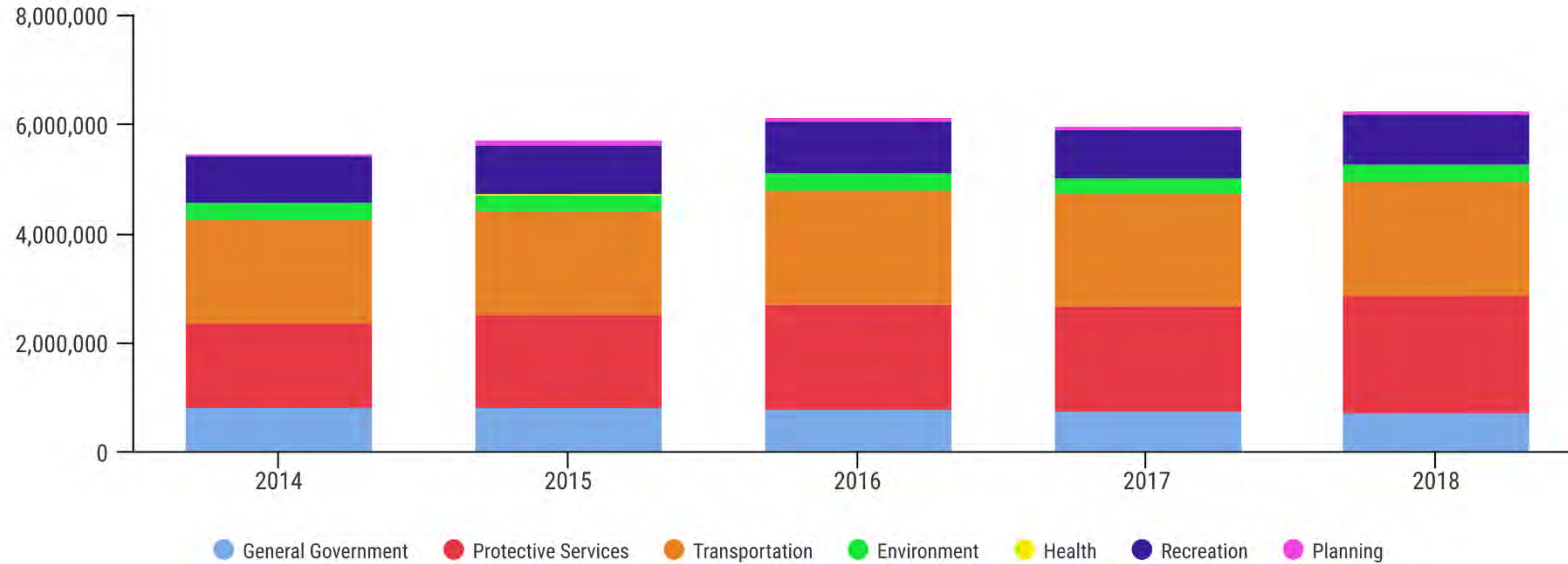
Object	2014	2015	2016	2017	2018	Average %age Change Year over Year
Compensation	\$1,855,105	\$1,893,681	\$1,919,061	\$1,906,347	\$1,912,593	0.8%
Materials	\$1,235,461	\$1,242,913	\$1,393,564	\$1,322,763	\$1,480,415	4.9%
Contracts	\$1,131,766	\$1,221,940	\$1,438,204	\$1,373,432	\$1,458,830	6.8%
Rents/Ext Transfers	\$92,141	\$95,057	\$105,102	\$99,923	\$109,521	4.6%
Amortization	\$1,155,307	\$1,257,744	\$1,272,432	\$1,260,828	\$1,312,803	3.3%
Grand Total	\$5,469,780	\$5,711,335	\$6,128,363	\$5,963,293	\$6,274,162	
Year over Year %age Change		4.4%	7.3%	-2.7%	5.2%	3.6%

FIGURE 27: EXPENSES BY OBJECT 2014-2018 (FIR)



EXPENSES - TREND ANALYSIS

Expenses by Function 2014-2018 (FIR)



Function	2014	2015	2016	2017	2018	Average %age Change Year over Year
General Government	\$814,907	\$810,740	\$798,724	\$743,883	\$729,590	-2.7%
Protective Services	\$1,541,637	\$1,729,823	\$1,919,177	\$1,950,951	\$2,157,278	8.8%
Transportation	\$1,910,960	\$1,879,107	\$2,082,703	\$2,061,055	\$2,089,410	2.4%
Environment	\$308,238	\$306,811	\$324,699	\$274,209	\$306,634	0.4%
Health Services	\$3,458	\$5,586	\$7,941	\$4,024	\$4,701	17.8%
Recreation	\$848,600	\$898,091	\$940,139	\$883,469	\$897,956	1.5%
Planning	\$41,980	\$81,177	\$54,980	\$45,702	\$88,593	34.5%
Grand Total	\$5,469,780	\$5,711,335	\$6,128,363	\$5,963,293	\$6,274,162	3.6%

FIGURE 28: EXPENSES BY FUNCTION 2014-2018 (FIR)

How does DD Pay for its Services?



DD RESULTS - CURRENT STATE ANALYSIS

DD's primary source of funding is property taxes at 63% but its tax per household is on the low end of the spectrum of benchmarks at \$1,303 in 2018 (54% below Provincial average) -Appendix B). DD is seeing some increased revenues from development charges earned and grants. Building permits are growing at a good pace. Investment income is on par with the benchmarks and well managed.

However, other user fees are not growing at the rate of inflation and are not covering the expenses for planning applications or recreation fees.

Revenues by Type 2018

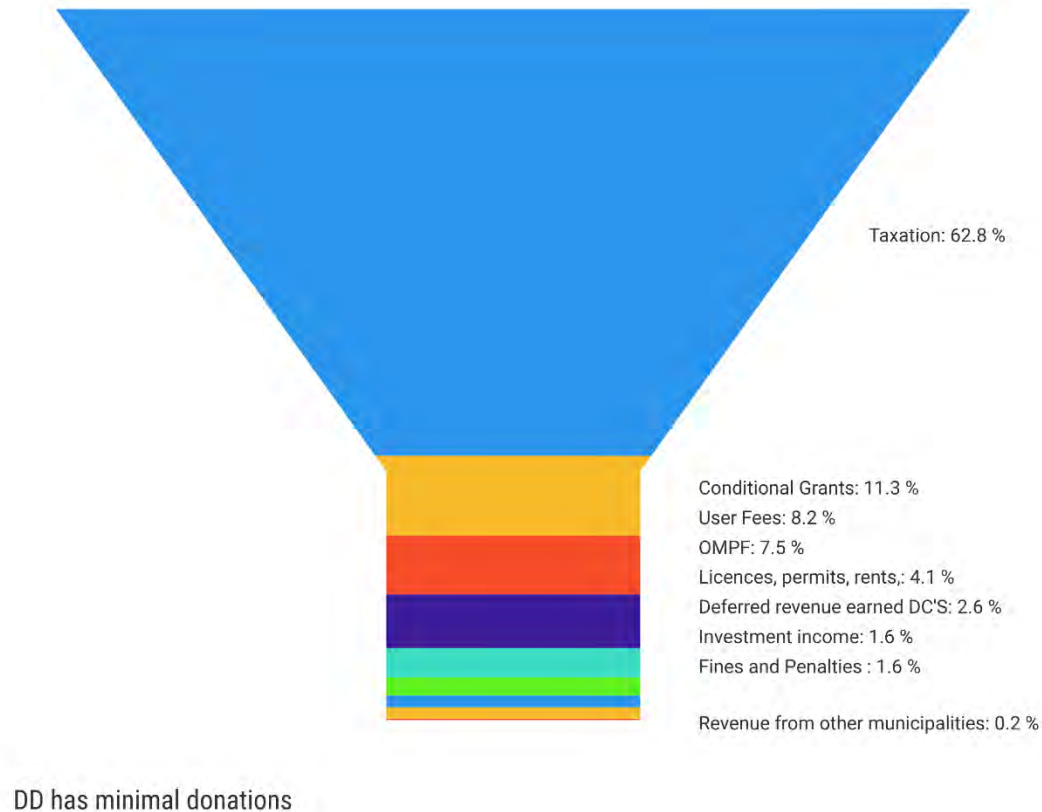
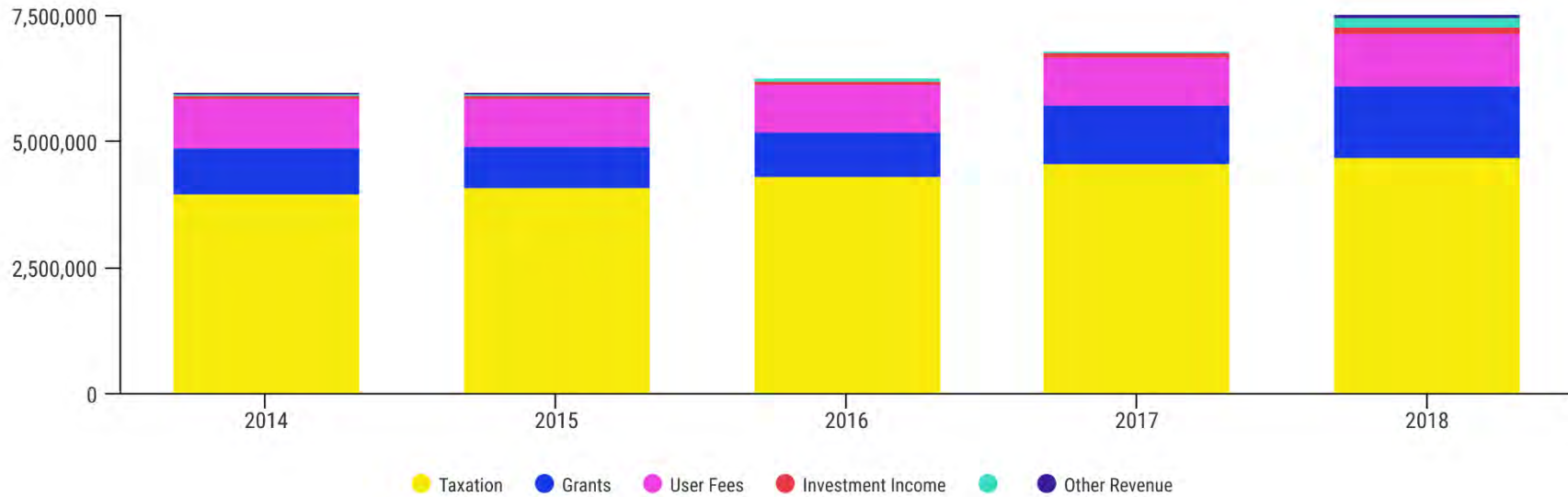


FIGURE 29: 2018 DD REVENUES (FIR)



DD REVENUES - TREND ANALYSIS

Revenues by Type 2014-2018 (FIR)



Object	2014	2015	2016	2017	2018	Average %age Change Year over Year
Taxation	\$3,957,255	\$4,104,835	\$4,327,725	\$4,554,683	\$4,701,220	4.4%
Grants	\$919,779	\$797,593	\$874,264	\$1,195,990	\$1,407,536	12.7%
User Fees	\$979,345	\$947,839	\$939,083	\$920,993	\$1,047,840	1.9%
Investment Income	\$72,396	\$76,028	\$76,783	\$94,680	\$123,135	14.8%
DCs Deferred Revenue	\$39,000	\$39,750	\$41,000	\$46,000	\$191,000	83.1%
Other Revenue	\$15,173	\$8,793	\$13,040	\$7,307	\$13,911	13.2%
Grand Total	\$5,982,948	\$5,974,838	\$6,271,895	\$6,819,653	\$7,484,642	5.8%
Year over Year %age Change		-0.1%	5.0%	8.7%	9.8%	

FIGURE 30: DD REVENUES 2014-2018 (FIR)

Benchmarking – Why Compare to Other Communities?

For the purposes of the project, comparator communities were selected as municipal comparators based on population, growth, density and rural characteristics (Figure 31).

Obtaining cross Province benchmarks is also valuable to determine the impact of location surrounding the GTA has on service expectations, costs and tax levels. The primary purpose of benchmarking and comparative analysis is to understand the performance of comparator municipalities and to identify opportunities for service models and processes as well as organizational structures in place to deliver municipal services.

- Communities with similar financial benchmarks/service levels provide insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

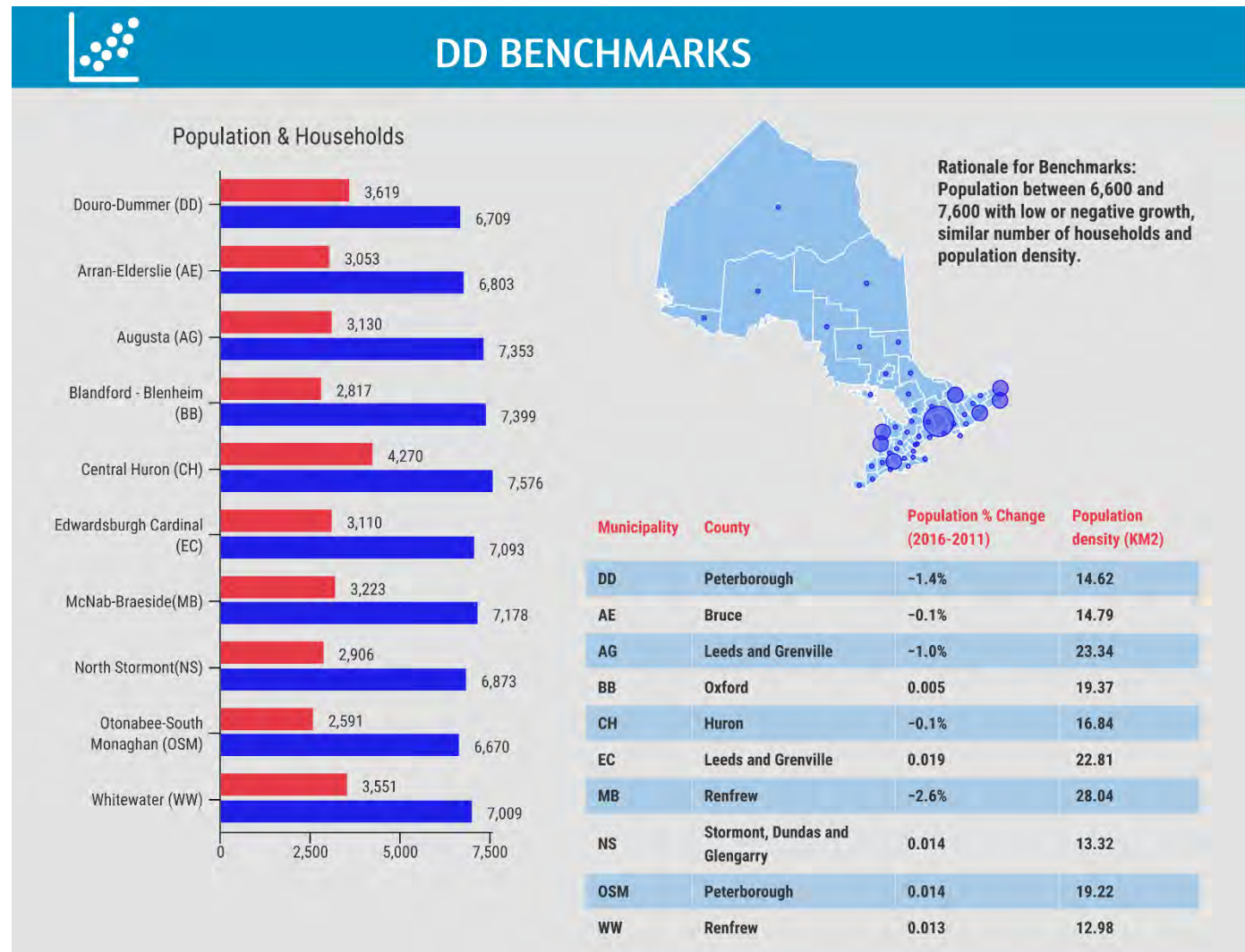


FIGURE 31: DD BENCHMARKS

The full set of benchmark performance indicators can be found in Appendix B but specific highlights are discussed here. It is imperative to understand that comparators must be taken as information and not an indicator of effectiveness. Financial performance and taxation levels has both benefits and risks as the underlying assumptions and variables must be taken into account when analyzing results.

For example, Figure 33 shows that average 2018 lower tier tax bill for the benchmarks is \$1,654 and DD is well below that at \$1,033. This may lead one to believe that DD is more efficient than other municipalities on its face. However, the levels and types of services provided by tax dollars at the local tier is unknown. DD’s user fee revenues per household at \$171 are also significantly below the average benchmarks at \$284 (Appendix B). When reviewing the user fees for planning approvals, it is evident that they do not cover the cost of administration. This means that DD taxpayers are funding developer/applicant costs. Similarly, recreation fees are not sustainable and often not collected. All this points to the need to undertake a comprehensive, cost-based rate and fee study.

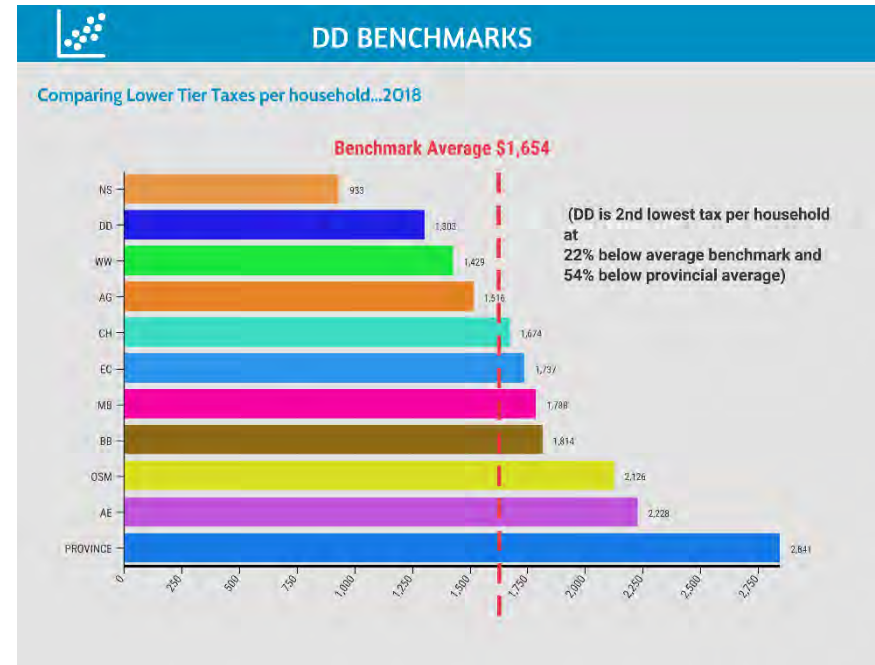


FIGURE 33: DD BENCHMARKS - 2018 LOWER TAXES PER HOUSEHOLD (FIR)

Figure 32 illustrates that DD’s operating expenses per household **are the lowest** of the benchmarks reviewed. Other benchmarks point to the impact of low taxes and expenses. As discussed in this report, DD is falling significantly behind in its capital renewal program and must start building its long-term asset management plan and financial strategy that reduces its vulnerability and reliance on grants.

These benchmarks show that DD has room to increase user fees and its tax base and will remain attractive to those that want to build and/or reside in the Township.

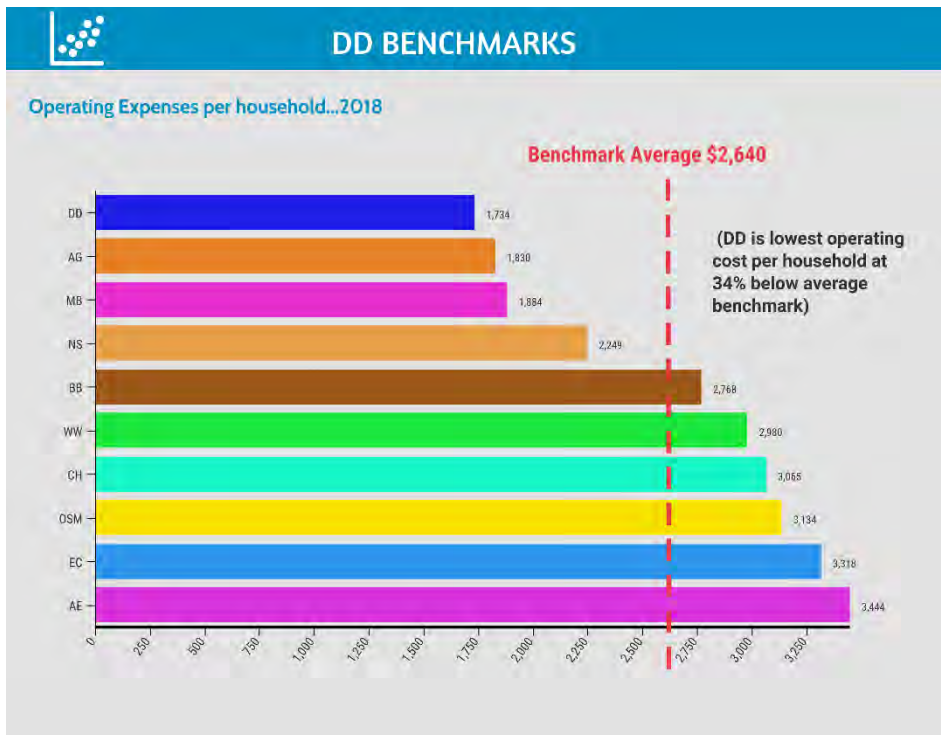


FIGURE 32: DD BENCHMARKS - 2018 OPERATING EXPENSES PER HOUSEHOLD (FIR)

Summary of Consultations & Observations

Summary of Consultations

WSCS undertook extensive consultation throughout this review. While onsite in early March, WSCS provided LEAN Six Sigma introductory training to the SDR Steering Committee. We undertook interviews with Township management and SWOT (Strengths, Weaknesses, Opportunities and Threats) exercises: 2 sessions with staff and one with Council. Appendix “A” provides a summary of these sessions. These sessions provided a good basis for identifying potential improvements and service enhancements at the outset of the review. Because COVID-19 did not allow for onsite visits after mid-March, we led virtual interviews with Council, staff and management as well as focus groups for specific processes and system walkthroughs. Council and staff surveys were undertaken to supplement these consultations in order to provide all staff and Council with an avenue to express their opinions, concerns and ideas for improvement.

We reviewed over 700 documents including policies, studies, process information, forms and financial results. We analyzed data and performance measures in order to understand the service levels, benchmarks, processes and systems.

Throughout the review, staff, management and Council revealed their observations and opportunities for enhanced services and improvement. We supplemented those ideas with our own observations and recommendations. In some cases, we provided support to the many great initiatives already underway. It was clear that staff struggle with many of the current processes, lack of integrated systems. They are keenly aware that they are not fully utilizing the software that the Township owns but need training and time to dedicate to learn the functionality. There is confusion about roles and

reporting structure due to excessive overlap and “backup”. While there is good interdepartmental cooperation, frontline staff need better information to provide timely, effective service. The need to provide a clear path for improvement with better communication and project management came to light throughout these consultations. As well, the lack of data for performance measurement made it difficult to analyze level of service or time spent on non-value-added activities. However, process walkthroughs with staff provided great insight into their challenges. While there is a lack of documented processes, staff provide good service through their own “heroics” and commitment.

The most important conclusion from the consultations surround the need for organizational structure changes, clearly defined roles with performance expectations, investment in training and technology, documented value-added processes and revitalized policies. New communication strategies are needed to better connect staff and the community to the future vision of the Township. Shared services with the County and the neighbours with a common goal should become part of the Township’s long-term vision and journey towards sustainability. Asset and facility management need to support that long-term vision. As with all public sector entities, there is a need to preserve appropriate controls and manage risks to ensure that Council and management can ensure that they demonstrate accountability and safeguard the assets. Good financial controllership practices must be in place in order for an organization to be sustainable. This report reveals some areas where controls need to be strengthened through better policies, processes and system security.

Council and Staff Survey Results

WSCS administered surveys for Staff and Council using SurveyMonkey over a four-week period from March 30 to April 26, 2020. For those with limited access to computers, paper surveys were mailed to WSCS and entered manually. The survey was voluntary and confidential. All five Councillors submitted responses, the highlights of which are illustrated in **Figure 34**.

When asked about Council priorities for change, the top 10 changes were as follows:

1. Planning and Development Processes
2. Financial/Asset Management Planning and Reporting
3. Healthy Staff
4. Better Management of the Community Centres
5. Developing Shared Services with the County and municipal neighbours.
6. Communications and Outreach
7. Enhanced Training and Succession Planning
8. Road Repairs and Upgrades
9. Better, more efficient processes
10. Better use of technology.

Our review revealed that these are areas all need attention and our recommendations concur with the assessment of Council in many respects.

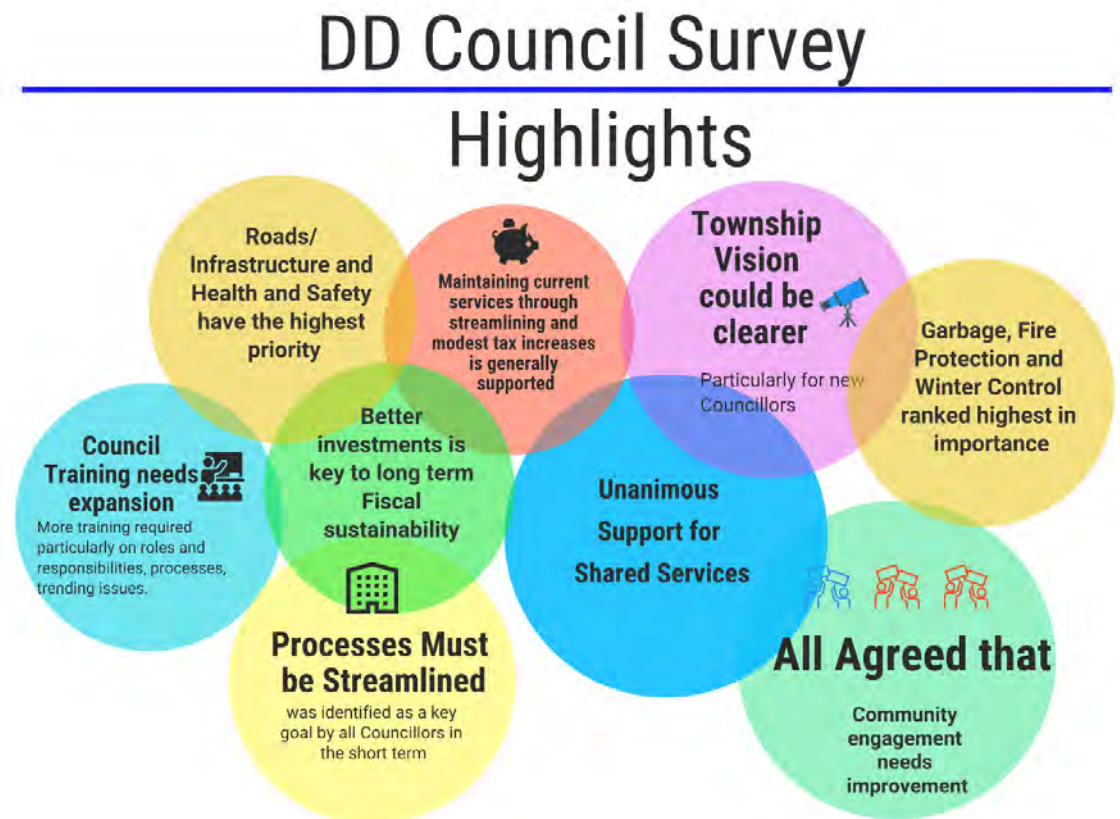


FIGURE 34: DD COUNCIL SURVEY HIGHLIGHTS

We received 23 responses to the staff survey representing a response rate of 96% of which 74% were completed online.⁷ The results were shared with Council and management as well as the Steering Committee as part of the interim report. Highlights are shown in **Figure 34** and **Figure 35**. Complete staff survey results can be found at Appendix C.

The top areas of focus for Council and management appears to be: change management, training, health and safety, performance management and compensation. Particular attention is needed to reduce the communications gap between staff and management. Absenteeism has had a significant impact on the staff to cover roles with limited training and lack of documented processes. This is creating some organizational culture challenges. If not addressed in short order, implementing the recommendations in this report will be very challenging

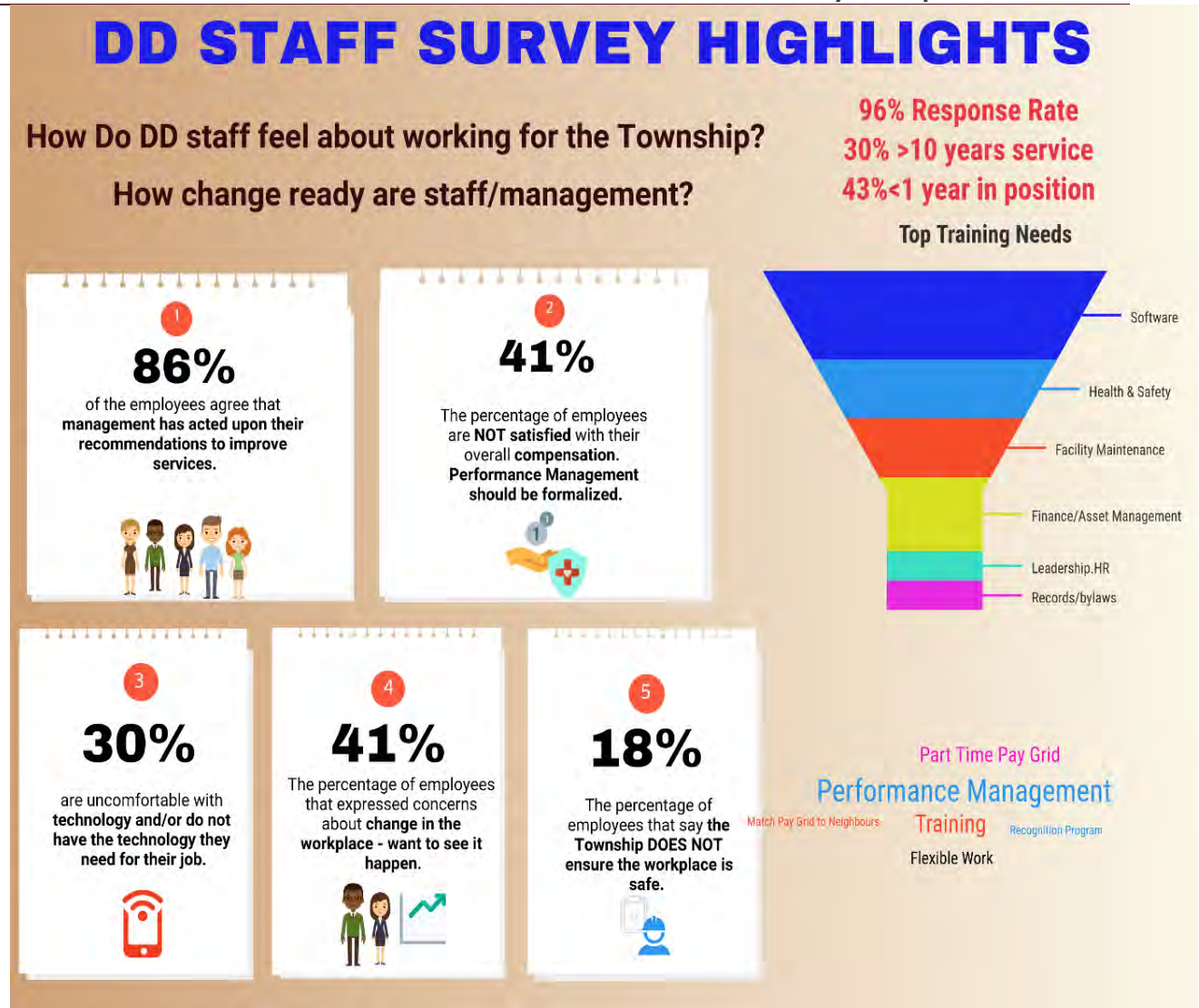


FIGURE 35: DD STAFF SURVEY RESULTS

⁷ Note: Survey Gizmo indicates good response rates from internal sources range between 30-40%

Staff identified many areas where they believe improvements could be made including:

1. Communications and social media strategy/policies.
2. Better software and processes to manage work.
3. Training in technology, technical and health/safety.
4. Conversion of part time staff to reduce onboarding costs and improve services.
5. Improved payroll processes.
6. Electronic billing and online services.
7. Better accounts receivable processes.

We were surprised and concerned that only 45% of staff believed that improvements can be made to become more efficient or better serve the customers.

This may be due to a fear of change, a lack of training or exposure to best

practices in other organizations. Our recommendation is that staff receive training in LEAN Six Sigma and expand their outreach to municipal associations and colleagues.

All this points to the need for a change management strategy to support the changes recommended in this report.

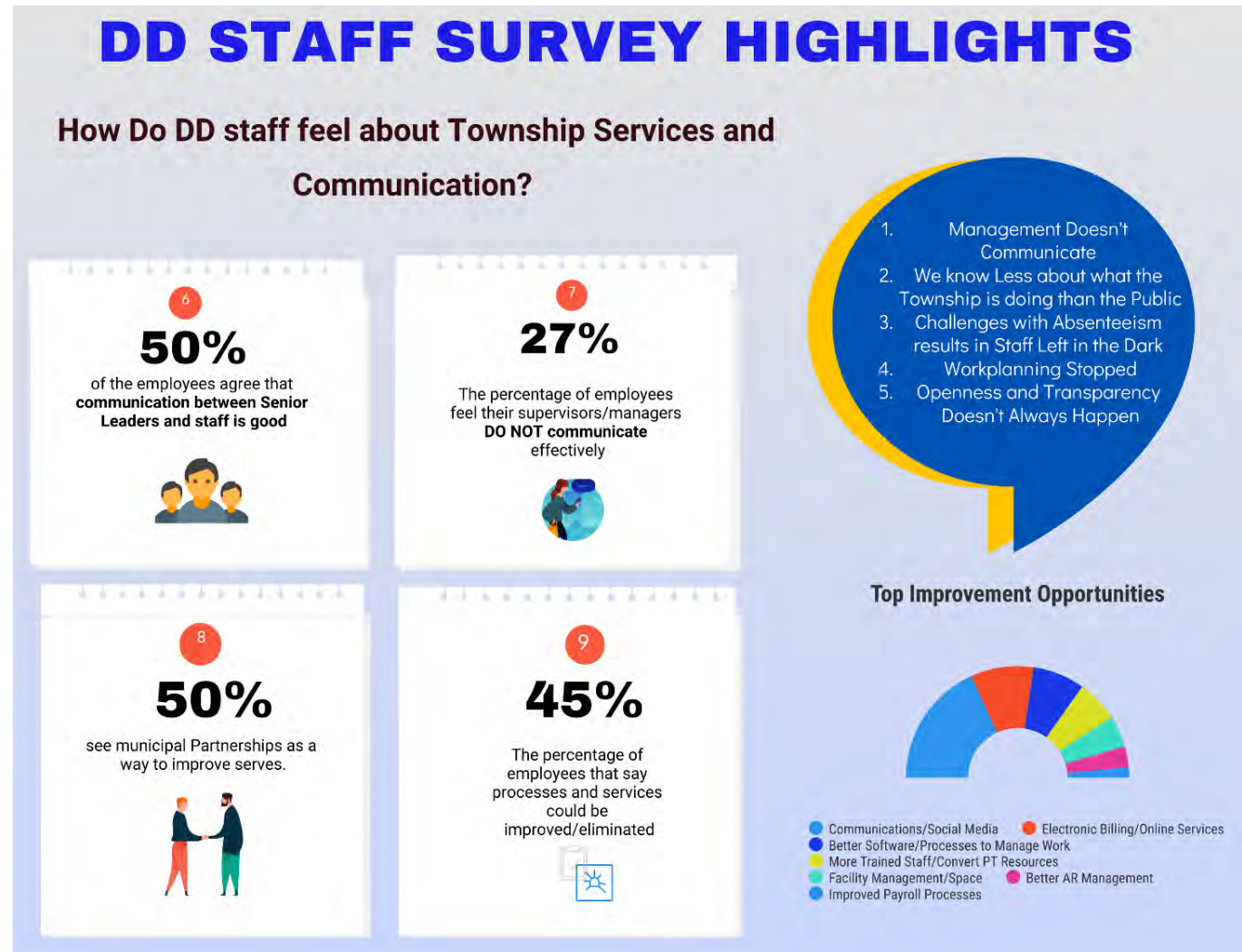


FIGURE 36: DD SURVEY HIGHLIGHTS

The Desired State

The desired outcomes of a Service Delivery Review are summarized in Figure 1 all of which assume that there is a baseline on which to start. For each outcome, we have identified key performance indicators which fall into the following 4 categories: quantity, quality, efficiency and effectiveness.

A. Improved Services and Outcomes- Customer focused services and delivery with focus on long term results – Quantity, Quality and Effectiveness indicators that are customer focused. These include timeliness, accuracy, satisfaction and consistency. Number of people that are better off, number of protected tree canopy, reduction in greenhouse gases.

B. Improved Service Delivery Mechanisms through Greater Operational Integration – Quality, Efficiency and Effectiveness indicators including cost reduction per unit, increased volume per hour, elimination of duplication and handoffs to other departments/agencies.

C. Reduced Cost – Greater Economy, Alternative Service Delivery Models – Quantity and Efficiency Indicators such as cost to maintain per lane kilometre, fuel economy, inventory prices/cost of goods utilized.

D. Improved Processes, Efficiency and Productivity – Efficiency Indicators – time to complete, elimination of non-value-added activities, cost per unit.

E. Meet New or Increased Demand – Quantity, Efficiency and Effectiveness Indicators -Number of new customers served at the same or lower cost, Utilization rates

F. Increased Revenues – Quantity, Efficiency and Effectiveness Indicators – Number of customers increased without increase in cost, number of new fees/volumes, new services and revenues per household.

While the Township has not updated its Strategic Plan in the current term of Council, the strategies outlined in the 2015-2018 plan provide some insight into the Township's direction and desired state. The plan outlined goals in 6 areas as follows⁸:

1. **Infrastructure**
2. **Recreation and Culture**
3. **Effective Administration**
4. **Public Works**
5. **Economic Development and Community Promotion**
6. **Environment**

Table 3 provides the strategic actions outlined in the plan and an assessment of the progress to date. It is important to note that many of the actions are aligned with the recommendations contained in this report and are still valid.

⁸ <https://www.dourodummer.on.ca/wp-content/uploads/2015/11/7fb-Strategic-Plan-2015-revised-draft-with-cover-page.pdf>

Much progress has been made on some initiatives such as the Recreation Master Plan, building condition assessments for most buildings, update to the Official Plan and increased electronic payment options. Other areas have seen little

progress. This is likely due to staffing issues or a lack of dedicated funding

TABLE 3: 2015-2018 STRATEGIC PLAN PRIORITIES AND ASSESSMENT OF PROGRESS

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
1. Infrastructure - To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation.	Pursue solar energy for municipal buildings and properties	CAO	Fall 2018	
	Analyze and develop a business case for the future of existing municipal buildings and their usage – Fire and PW	PW Manager, Manager, Emergency Services	Spring 2016	Business case complete
	Analyze and develop a business case for the future of existing municipal buildings and their usage - Recreation	Manager of Recreation Facilities	Spring 2016	Not started
2. Recreation and Culture - To develop and/or assist with the development and delivery of social and recreational programs as well as effectively maintaining and updating recreational facilities to promote healthy lifestyles and meet the broad range of community needs	Promote the use of the Robert Johnston EcoForest Trails - Continue to promote the trails through circulation of brochures at events and the municipal office. Maintain the trails to a high standard to promote repeat use.	Manager of Recreation Facilities	Spring 2016	
	Pursue accessibility to all municipal facilities for persons with disabilities (ongoing)	Manager of Recreation Facilities	2018	Ongoing
	Actively promote better utilization of our buildings and parks - Develop a marketing strategy for increasing the usage of buildings and parks. Develop and implement new programs and events to fill in times at our facilities that are not utilized.	Manager of Recreation Facilities	2016/17	No specific targets
	Pursue energy efficiency for all municipal facilities (ongoing) Continue with the commitment through our energy management plan to implement the recommendations from the energy audits for our 2 community centres and to review the energy management plan and revise as necessary.	Manager of Recreation Facilities	2015/16	Energy management assessment complete
	Recreation Master Plan Engage the services of a qualified person to prepare a Recreation Master Plan which will include a community consultation component- this document should include, but not be limited to, the needs assessment for the community centres, evaluate the potential for replacement of the canteen and washrooms for south portion of Douro Park, evaluate the playground equipment in all our parks and recommend improvements and funding sources, evaluate water access locations and potential for adjacent parking, and evaluate the potential for a trailer park/campground for Douro Park.	Manager of Recreation Facilities	of 2017/18	Plan undertaken but some areas not addressed. Specific funding not set aside.

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
	Develop and implement restoration plan for 5 abandoned cemeteries A plan has already been developed for the 5 abandoned cemeteries and work has been completed on 4 of the cemeteries. Working is underway on the last cemetery.	Historical Committee and Management Team	2016	
	Pursue acquisition and development of lime kiln property.	Historical Committee and Management Team	2017	Work ongoing to maintenance – September 2019 minutes indicate 3 years to complete inside restoration.
3. Effective Administration - To ensure and enable an effective and efficient municipal administration.	Administrative plan to help to manage risks/priorities (service delivery review). Engage the services of a consultant to do a service delivery review which would include a component to evaluate the financial and staff resources needed to meet increasing demands.	CAO	2018	Underway – commenced in 2019
	Continue to update municipal policy manual. The municipal policy manual is a living document that is constantly changing and is necessary to guide our operations and staff. Policies need to be reviewed regularly and new policies put in place to assist in maintaining a high level of customer service.	Management Team and Council	Ongoing	Updated but needs a complete re-write (mix of policies and procedures)
	Develop and implement record retention by-law and record management system. Implement and continually monitor the TOMRMS record management system and record retention schedule	Clerk/Planning Coordinator	Ongoing – Annual Review	Records management is challenging and discussed in this report.
	Pursue more electronic transactions in all municipal operations. Evaluate our operations to identify areas that could benefit from changing to an electronic procedure.	Treasurer	Ongoing – Annual Review	EFTs and PAPs are implemented. Online transactions have been made available for taxes. No specific workplan developed.
	Update developers guide and other internal planning documents. Review the developers guide, planning applications and processes, and planning documents on an annual basis to ensure that the content is still relevant- update where necessary. Official Plan and Zoning By-law shall be continually updated with amendments and reviewed every 5 years.	Clerk/Planning Coordinator	5-year interval for Official Plan and Zoning By-Law	OP Update in 2017 but planning documents need updating.
	Pursue outreach to schools (re: local government careers).	Clerk/Planning Coordinator	Ongoing	
	Pursue the use of the asset management system with the budget process to better plan use and replacement of assets.	Management Team and Council	2015 – Ongoing	PSD system purchased – Consultant for AMP due 2021 Last AMP 2013
	Through the annual budget process, incorporate adequate funding for the replacement and maintenance of all township assets.	Treasurer	2016- Ongoing	Needs updating O.Reg 588/17 requires integrated planning and

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
				strategy. Budget process is outdated.
	Acquire a comprehensive asset condition rating for all municipal buildings and continue to keep these condition ratings up to date for all township assets.	Treasurer	2016- Ongoing	Condition assessments completed for most facilities (not Recreation) O.Reg 588/17 – requires facilities condition assessments by 2023.
	Develop a clear succession plan for all municipal operations.	Management Team	Fall 2016	Not complete – SDR – recruitments underway
	Continue to compile the risk management activities that presently exist with the municipal organization and develop a plan to address the deficiencies.	Management Team	Spring 2016	No evidence of a RM Framework
	Implement an electronic system of tracking inventories/supplies/training in all areas of our operations. This would include all gravel, sand, culverts, community centre canteen and bar supplies, and any other supplies that are significant and there is carryover from year to year- and need to be allocated properly. A staff training record is to ensure workers are properly trained to do the work we ask of them. Adequate funds need to be allocated to ensure training opportunities are funded	Management Team and Council.	2016- reviewed annually	Training undertaken but does not appear to be complete. Inventory systems are manual.
4. Public Works - To ensure that the public works department operates efficiently and effectively.	Pursue the acquisition of property for the purposes of establishing a municipal aggregate resource. Have staff continue the search for an appropriate parcel of land that the township can acquire (either outright purchase or through a lease arrangement) for an aggregate resource for the long-term supply for the township.	PW Manager	2016	Edwards Pit assessment underway – Recent report to Council
	Consider implementing recommendations of public works facilities needs analysis. Develop a financial and operational plan that would lead to the implementation of the recommendations of the public works facilities need analysis	PW Manager	2017	Business Plan complete but no full funding source or decision made.
	Develop a financial and operational plan that would lead to the installation of GPS technology in all public works equipment.	PW Manager	2017	Being implemented
5. Economic Development and Community Promotion - To set out a direction of focus for economic development while utilizing resources to facilitate the promotion of the community.	Actively pursue marketing of facilities and the municipality to achieve better use of facilities and a higher profile for municipality (consider branding exercise). Engage the services and assistance of OMAFRA to facilitate the branding exercise for the municipality.	CAO	2016	Limited progress
	Develop and implement marketing strategies for the promotion of all our facilities- in particular our recreation facilities.	Manager of Recreation Facilities	2016	Does not appear to have been executed. No specific plan.
	Promote and pursue more residential and commercial development in keeping with the goals and objectives of the Official Plan. Continue with the development of the commercial property adjacent to the Douro CC.	CAO	2015	

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
	Continue to evaluate severance proposals in appropriate areas of the township that would not lead to additional servicing costs to promote more residential growth- assist residential developers in getting approvals of existing residential subdivisions	Management Team and Council	Ongoing	DD has seen some increase in
	Revenue generation ideas- pursue development of commercial/industrial lands adjacent to Douro Community Centre. In conjunction with the development of the access road to this property, work cooperatively with the GPAEDC on trying to find suitable commercial tenants for this property.	CAO	Ongoing	No target?
	Work closely with the GPAEDC to pursue new development as well as retention and expansion of existing development.	CAO	Ongoing	No target?
	Continue to have a trained person (as part of other duties) to act as a contact for economic development enquiries and know how to respond. Provide training to staff with economic development responsibilities within their job description and initiate some ongoing economic development activities to promote local businesses and to attempt to attract new businesses	CAO	Research in 2016	No significant progress.
6. Environment - To preserve and enhance the natural heritage features and resources of the Township.	Municipality continues to reduce, recycle and reuse wherever possible in all our operations. Promote and institute additional opportunities to reduce, reuse and recycle in all municipal operations such as composting, additional recycling of materials, and reducing the packaging that is purchased with supplies and materials.	All staff and council members		
	Promote responsible stewardship of natural environment by continuing to provide protection in our planning documents for agricultural and natural heritage resources. Ensure that the upcoming Official Plan and zoning by-law reviews continues to provide adequate protection for agricultural and natural heritage resources.	Clerk/Planning Coordinator	2015-2018	OP Updated with specific environmental provisions.
	Identify and protect natural spaces that are important to the Township. Ensure that there are adequate provisions within the Official Plan and zoning by-law to identify and protect the natural spaces within the Township and that Natural Resources mapping be used as a basis for this identification.	Clerk/Planning Coordinator	2015-2018	OP Updated with specific environmental provisions.

NEW STRATEGIC PLAN

A refresh of the strategic plan as well as a community vision is needed but together with the recommendations in this report is a good foundation for the creation of a “workplan” for the remaining term of Council. With a new CAO being recruited, it would likely be best to look at starting the strategic planning cycle prior to the next election. We would encourage the Township to adopt a more integrated planning model in line with the next strategic plan whereby departmental business plans are developed to support the strategic initiatives with key performance indicators, SMART goals, and financed.

For the next round of strategic planning, we recommend the following modernized concepts be adopted:

1. **No “squishy” vision.** No one has time for lack of clarity. A future state for DD needs to be inspiring and aspirational, but also concrete and tangible.
2. **Commitments to action should be revisited every quarter but still have annual and multi-year goals.** The municipal climate shifts so quickly that annual planning may be too long to react (eg. COVID). Instead, plan and refresh initiatives with targets in quarterly increments and ensure they align with the long-term vision but be prepared to change. Having annual goals is still recommended.
3. **Timelines must be more flexible but still drive results and hold people accountable.** Timelines should be set based upon the vision but ensure they are not arbitrary and inflexible. Keep dates but connect them with milestones or trigger events that are objective, quantifiable, and agreed to in advance.

4. **KPIs should be leading not lagging.** Great metrics keep you on strategy and provide a data-based way to make strategic decisions. They need to be leading and reportable monthly at minimum to management. These should form the agenda at regular management meetings. Quarterly reports to Council should focus on outcomes. Best case scenario is the creation of dashboards for ongoing monitoring.
5. **Don’t focus just on how much you spent but move to “earned value” reporting – what you have achieved with the dollars spent.** Too often, municipalities provide budget vs. actual reporting that is only financial results, not what was actually achieved from spending that money. Being on track is not just about money.

PERFORMANCE METRICS & REPORTING

Performance measurement and reporting is extremely important to ensure that the Township is going in the right direction. The Township does not have a dashboard or performance measures in place for monitoring. One effective method is the utilization of a balanced scorecard approach and performance measures. It helps show the value and link to vision. A sample can be found for Warwick Township at <https://www.warwicktownship.ca/en/our-government/resources/Documents/Balanced-Scorecard---Warwick.pdf>

The 9 principles of a Performance Measurement System are as follows:

Principle #1 - The measurement system must be tied to the vision of the Township.

In particular, there should be some goals identified such as:

- Improve turnaround time of applications, information
- Improve client satisfaction for various elements such as consistency, time to respond, time to decide, understanding of processes
- Elimination of paper, copies and process steps.
- Reduced cost of providing services
- Increased volume of approvals
- Growth



Principle #2 - The measures must be balanced (comprised of financial and non-financial data).

Principle #3 - Measures must be a mix of process data and outcome data taken over time.

The measurement system must reflect all programs and activities the Township conducts, both internal and external. It is not sufficient to measure just past results. It is essential to also analyze what the processes are generating on an on-going basis. Process data in time order provides a 'lagging' indicator of the organization's operational or output efficiency, but can also serve as a 'leading' indicator - providing a signal on whether policies and programs are contributing to the targeted outcomes and the intended results. The service delivery review we undertook is the first step in this direction.

On an ongoing basis, processes need to be analyzed and controlled.

Principle #4 - Measures must be within the Township's sphere of influence.

The measures must reflect the activities undertaken by the Township.

Principle #5 - Measures must be dynamic, relevant and timely.

The measurement system should provide meaningful, relevant, and timely information. Tracking performance leads to increased knowledge and appreciation of the operational environment. As the Township's knowledge of the performance improves, each of the measures will need to be revised or changed to incorporate this new knowledge and understanding. Continual review of performance indicators is essential to ensure you have appropriate performance information to support decision-making, especially in a changing environment. Dynamic measures serve as indicators of current performance and assist in the prediction of future performance.

Principle #6 - Measures must be interconnected (ie: always reported collectively, never singly).

The measurement system is essentially a report card on the organization's operational performance, hence the balanced scorecard. The causal links between outputs and outcomes is explicitly displayed in logic models and strategy maps. Those same causal linkages should be reflected in the performance measures.

If measures are analyzed individually, the Township will lose the understanding and appreciation of the interactions between programs and the improvement potential that is inherent in improved coordination.

Principle #7 - Senior Management is accountable for the measures.

Senior management is ultimately responsible and accountable for the Township's processes and practices. Employees need to be held responsible for data input, collection and the initial interpretation and analysis of the performance information. This should be a responsibility of the new Corporate Project Manager proposed in this report. However, the accountability for the performance of the organization lies with the senior managers and, as such, the Director must take responsibility and demonstrate active leadership in supporting the performance measurement practices by using the performance information in their communications with staff and in their decision-making.

Principle #8 - Measures must be limited in number but still provide a holistic view.

Many organizations develop detailed logic models and then identify 2-3 performance measures for each output and outcome in the model. By the end of the initiative, the team has identified an unmanageable number of performance indicators. Instead, key outputs should be selected that are most vital - then select the outcomes that have the greatest level of influence. Establish key measures that gauge the efficiency in which outputs are generated and track the progress in achieving the intended outcomes. Eg. Number of applications, reduction in paper/time.

Principle #9 - Measures must be communicated and documented.

Employees throughout the Township should be able to study the measures for themselves to determine how the Township is performing. It is not enough to simply communicate the results; employees must be actively engaged and allowed to use the performance information in their own decision-making, in contributing to policy and program changes, and for their continuous process improvement efforts.

Creating Value for the Customer

To achieve the “Desired State”, we have applied the concepts and methodology of LEAN SIX SIGMA, a proven business philosophy which focuses this Service Delivery Review from a different perspective: THE CUSTOMER.

LEAN Six Sigma utilizes the VOICE OF THE CUSTOMER to eliminate non-value-added activities in processes, eliminate defects in service and builds capacity to deliver the RIGHT services, at the RIGHT time resulting in service improvements. All too often, service delivery reviews in the public sector are undertaken based upon the organizational structure or departmental responsibilities. While we do look at the processes and activities to provide recommendations, it is also evident that the “customer” is not always the focus of the provision of service and often the customer is not known. It is true that a customer may be much more ambiguous in government as it may be the general public and not the direct recipient of the “service”. In other situations, it may be an internal customer, that is, the next person in line of a process.

LEAN Six Sigma is a proven management philosophy, originally designed by Motorola and adapted by the Japanese and large companies such as GE, Toyota, to improve processes based upon data driven analysis and customer value. The fact that

DD has already implemented some online services and enhanced the customer experience indicates that it wants to become LEANER and focus on the customer. LEAN has been adapted to the service sector based upon the uniqueness of services as opposed to manufacturing. Significant, quantifiable results are being realized in many sectors including healthcare, education, non-profits and public sector. LEAN has resulted in some significant savings and improved quality in many public sector (or publicly funded) organizations including several state governments in the US⁹ and municipal governments.¹⁰

In municipal governments, customers/stakeholders are more complex and varied, ranging from the general public, internal staff and management, external agencies, to the direct recipient of the service. As a lower-tier, DD is only one provider of service to its citizens. Figure 18 shows that there is overlap and potential duplication with County services particularly in waste management and transportation (winter control). The close proximity to the City provides additional confusion to the lay person and may elevate expectations for DD residents. A customer, whether it be a taxpayer, business owner or tourist, does not care about departments, or tier of government or “whose job it is” to perform a service. All customers care about it getting their problem resolved accurately, consistently and in a timely manner.

⁹ <http://lean.iowa.gov/>, www.asq.org, www.erie.gov/exec/?reform-government/lean-six-sigma-initiative.html

¹⁰ <http://www.fredericton.ca/en/city-hall/plans-and-processes/improvement-innovation>, [<content/uploads/2018/05/MiC20Newsletter.pdf>;
<https://www.mykawartha.com/news-story/4350046-lean-six-sigma-first-round-delivers-more-than-3-million-in-savings-for-city/>](http://municipalinnovators.ca/wp-</p>
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TABLE 4: DEFINITION OF VALUE ADDED AND NON-VALUE-ADDED ACTIVITIES

They do not want to be shuffled from one location to another or from one person to another. Understanding the VOICE OF THE CUSTOMER is fundamental to improving services. Internal customers are also very important when evaluating processes to determine value added (or non-value added) activities.

VALUE ADDED ACTIVITIES

VALUE is defined by the customer; the business and anything that does not add value is considered waste (non-value added) and should be removed from the process. Studies show that in any given process, whether in the private, non-profit or public sector, that non-value-added activities amount to approximately 75-90%. By eliminating lead time and non-value-added activity, services can be delivered in a continuous flow with reduced cycle time and costs while increasing customer satisfaction. This is where capacity will be gained by DD's staff to undertake the work required in this report for DD to become forward looking and sustainable.

Table 4 provides a definition of value-added activities with four elements highlighted to emphasize the importance of eliminating anything that does not add value. We found the following non-value-added activities in most processes reviewed: duplication of effort, unnecessary handoffs, transportation within and between departments; defects and omissions as a result of poor instructions, waiting; and non-utilized talent. These activities do not “physically transform the service”. Further, if the service is always checked, staff are less likely to take accountability for ensuring it is “done right the first time”. We are of the opinion that, because policy and

Category	Definition	Our Goal and Focus
Customer Value Added	<ul style="list-style-type: none"> • Physical Transformation of the Service • Customer is willing to pay for the step/activity • Done Right the First Time (no errors, defects or omissions) 	<ul style="list-style-type: none"> • Eliminate waste, Improve the flow of value to the customer • Monitoring to assure we are meeting customer evolving requirements – continuous improvements
Organization Value Added	<ul style="list-style-type: none"> • Required by law or regulation, policy • Reduces financial risk • Critical to avoiding process breakdown 	<ul style="list-style-type: none"> • Verification that it is truly required • Reduction and/or elimination of requirements • Make process efficient and effective
Non-Value Added	<ul style="list-style-type: none"> • Everything else that is not customer value added or business value added 	<ul style="list-style-type: none"> • Total and complete elimination of waste

procedures are lacking and bylaws are incomplete, both staff and customers remain confused.

STEPS TO CREATING VALUE

ELIMINATING NON-VALUE-ADDED ACTIVITIES FROM PROCESSES

In order to create value for customers, several steps should be followed. In this report, we reviewed all services and major processes in each department.

LEAN processes are faster, more efficient and deliver satisfactory quality to customers. Our goal is to create flow. That is, there is no time in which any customer, internal or external, goes back in the process as shown in steps 4, 5 and 6 in Figure 37. After DD has gone through the LEAN journey, the processes will flow better and look like Figure 38, which eliminated all non-valued added activities and all steps are “done right the first time.”

A LEAN journey ensures the following steps are undertaken:

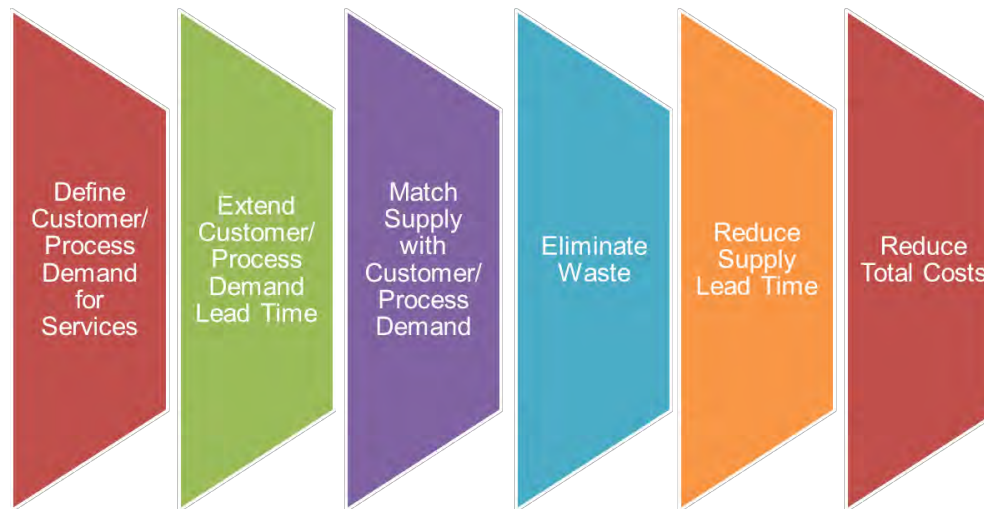


FIGURE 39: LEAN JOURNEY



FIGURE 37: PROCESS BEFORE LSS



FIGURE 38: PROCESS AFTER LSS

OUR FINDINGS - VALUE FOR THE CUSTOMER

1. Define Customer (Process) Demand for Services

The nature of demand from the customer's perspective, includes what is demanded, how much, how frequently, by whom, where and when. In each section, we have explored the impacts of customer demand to some degree.

FINDING: For some processes, such as, planning applications, demand arises through calls and walk-in clients with requests for information. The only data available relates to those that proceed with an application and all the time that is spent by the Clerk/Planning Coordinator during pre-consultation is not known. This is true for building permits as well. Consequently, there is no way to know the true "customer demand" for these services. Since it maybe months or years before a developer or resident decides to proceed with an application, it is unknown how much business is "lost" due to a variety of reasons.

For many permits, customers are not aware of the requirements. It is the Township's responsibility to remove the complexity of regulations and bylaws in its instructions and "think" like the customer. Lack of documentation and "government language" for these processes also mean that the customer may have to "return" with proper documentation in order to "complete" the application most processes are reactive and therefore, the Township does not know the volume of work it will receive at any given time. Because its online services are minimal, much of the demand is generated by telephone calls, emails and walk ins. The Township does not track its inquiries or requests that are not

"complaints" and therefore, it does not know the volume by department or type of call/request. This would provide invaluable information for the development of better instructions and online services. Understanding the type of call and extending tracking to other services would greatly assist the Township in its planning for service improvements.

2. Extend Customer (Process) Demand Lead Time

The sooner that the customer demand (customer requirement for permits, property tax payments, licenses) is known to the supplier (the Township), the sooner that the resources can be deployed to provide the services to the customer. Customer demand lead time is the period between the time when customer demand is known and when it is communicated to the supplier.

FINDING: Extending customer demand lead time is particularly challenging because the Township does not know what the demand will be at any particular time and is often reactive. There are some processes where the Township is aware that workload may change due to seasonality, tax due dates and other anecdotal information. However, there are some areas that could be better managed such as processes requiring inspections before proceeding with certain permits. Further, the utilization of many non-integrated systems such as BookKing and ddpermits.ca, make it difficult to extend customer demand lead time. Planning workload requires better information and reducing the number of staff and departments involved in any given process. Better monitoring, workflow, online updates and reminders in permit inspections would improve the customer experience as well.

A great example is the issue of walk-ins requesting information about planning applications, marriage licenses or commissioning oaths. The Township is unaware when this will happen and may not have staff onsite to do these services. If the Township utilized a “booking” system for appointments, it can ensure that the customer will be served in a timely manner, without waiting and DD can better plan its activities. With “Zoom” or other meeting software, DD could also provide these services remotely negating the need for customers to come to the Township office. This is in line with social distancing requirements for COVID.

3. Match Supply with Customer (Process) Demand

Matching supply with customer demand is challenging when things change or there are undue influences on the demand. It is essential to perform continuous monitoring of the demand and adjust resources to respond.

FINDING: In the case of the Township, the number of resources is generally fixed or may be impacted by absences. Recent COVID likely illustrates the more than ever. Therefore, increases in workload and the changes in time lines have resulted in pressure to handle new customers. During normal circumstances, DD office hours are weekdays 8:30 am to 4:30 pm. This is the time when the majority of working residents are working outside the Township (Figure 17). Clearly, municipalities do not supply the services when the customers demand it. Customers are expected to be served when the municipality decides they are open. Many municipalities are now looking at extended hours, particularly when there are staff in the building for other purposes such as Council meetings or in recreation centres. This is not only good for the

customers, staff who prefer to work alternative hours for a variety of reasons (daycare, spouse on shiftwork, transportation), are also more satisfied. Enhanced 24/7 online services are another way to meet customer demand.

The receptionist and other staff provide coverage at the front counter and there is no mechanism to manage this workload. Because these staff have many unclear roles and backup functions, their other work is always impacted by uncertain workload. Serving DD customers is clearly the most important function, but it could be done with better work management and assignment. Anytime staff are required to move from one process to another, there is lost “changeover time” or motion. Further, the lack of online services means that walk in/telephone traffic is higher than would be otherwise. The current online services are minimal instructions do not allow customers to serve themselves in an effective way.

4. Eliminate Waste

Waste is defined as any activity that does not create value for the customer or the organization as described above. In particular, the public sector customer is extremely interested in ensuring that tax dollars are not wasted. Waste only adds cost and time. There are three key things to remember about waste:

- Waste is a symptom rather than a root cause of a problem
- Waste points to problems within the system at both the activity and the value stream levels

- In order to eliminate waste, the root causes of waste must be found and addressed.

There are essentially 8 types of waste in processes are denoted by DOWNTIME which we have identified in the processes reviewed Figure 40.

Table 5 further defines the 8 wastes and some examples of waste in processes within the processes analyzed. These examples are further illustrated in the departmental services and processes section.

Elimination of waste also should follow the concept of 8S (formerly known as 5S) which provides for

efficient work space. The list describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The Township should implement 8S's as follows:

1. **Sort (Get rid of it):** Separate what is needed in the work area from what is not; eliminate the latter
2. **Set in order (Organize):** Organize what remains
3. **Shine (Clean and Solve):** Clean and inspect
4. **Safety (Respect workplace and employees):** Create a safe place to work
5. **Security (Keep employees and clients secure):**
6. **Standardize (Make consistent):** Standardize the cleaning, inspection, and safety practices
7. **Satisfaction (Employee Satisfaction and engagement in continuous improvement activities)**
8. **Sustain (Keep it up):** Make 8S a way of life

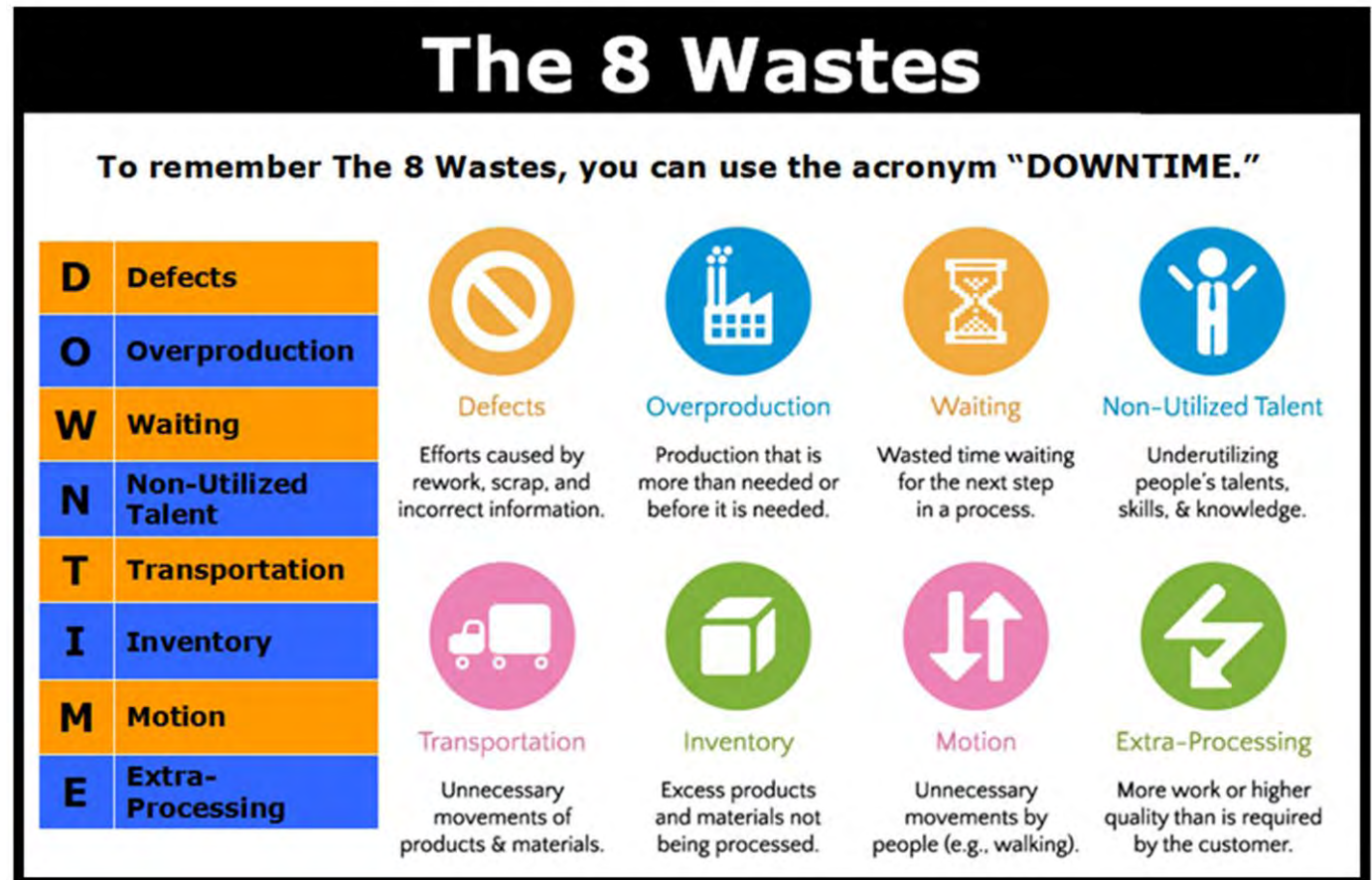


FIGURE 40: THE 8 WASTES

TABLE 5: TYPES OF WASTES AND FINDINGS

TYPES OF WASTE	DEFINITION	WASTES DISCOVERED
Defects, including errors and omissions.	<ul style="list-style-type: none"> Defects, errors, omissions, skipped process steps that cause rework. 	<ul style="list-style-type: none"> Missing, inaccurate or incomplete information in planning and building applications. Applicants often do not have the appropriate information when making applications. Online systems and forms are not error-proofed - specific instructions to ensure completeness are not available.
Over-Production and Duplication	<ul style="list-style-type: none"> Producing more, sooner, or faster of one component than is required for the next step. 	<ul style="list-style-type: none"> Payroll, inventory, AP and AR processes – entering information in multiple systems, spreadsheets and reconciliation. Re-entering information from forms and requests (booking, building permits) which also increases the error rate Producing, printing, and over dissemination of reports compared to need/use – Documents printed when not necessary, data re-entered into multiple systems. Payroll, accounts payable processes are both printed and filed electronically. Excessive paperwork trails- excess copies of documents in files that are never reviewed and could be captured electronically. Because all permits forms are paper based, staff must re-enter all details into systems from forms.
Waiting	<ul style="list-style-type: none"> Time or interruption in the process where team members are waiting for something to happen before doing the next step. Process idle time. 	<ul style="list-style-type: none"> Waiting for next level approvals when staff not present. Waiting for customer information due to lack of instruction at front end. Customers wait at the counter due to lack of appointment scheduling or online information.
Non-Utilized Talent	<ul style="list-style-type: none"> Underutilizing people’s knowledge and creativity. Uneven workflow resulting in some team members overburdened while others underutilized 	<ul style="list-style-type: none"> Duplication of effort, data entry in multiple systems and spreadsheets. “Ask for information as opposed to access to information”. Utilizing staff and management for clerical duties that could be eliminated – payroll, equipment, MMS reporting, copying, printing and moving forms through the building. Payroll, burn permits, building permits, planning applications, accounts receivable, recreation booking, inventory involves much manual work and excessive paper processing.

TYPES OF WASTE	DEFINITION	WASTES DISCOVERED
Transportation/ - Conveyance	<ul style="list-style-type: none"> • Unnecessary handling or transportation, multiple handling. • Steps where work is moved from one role to another, one location to another, etc. • Office design and layout does not support decision-making flow. 	<ul style="list-style-type: none"> • Transferring data files between computer and paper. • Moving files between staff without knowledge of file location – multiple files. • Customers must go to the Township office to submit many applications and provide payment. • Office layout does not flow the work. • Challenges if several customers are at the front counter.
Inventory	<ul style="list-style-type: none"> • Producing, holding, or purchasing unnecessary inventory or materials. • More inventory than is required to meet 1 or 2 days of work. 	<ul style="list-style-type: none"> • Excessive inventory or work to be processed due to one person responsible for inspections. Too much paper to be handled, processed, or filed. • No systems utilized to manage inventory. • Inventory of work created by lack of delegation. • File inventory is not well managed.
Motion	<ul style="list-style-type: none"> • Unnecessary movement to access information, files, materials, equipment to complete a task. 	<ul style="list-style-type: none"> • Walking to pick up documents and delivering paperwork or accessing needed tools. Excessive walking to and from printers, files, etc. • Poor cell design, particularly for the administrative staff and counter.
Extra-Processing / Redundancy	<ul style="list-style-type: none"> • Activity that doesn't add value or transform the product/service. • Steps that repeat another step in the process – multiple roles doing similar tasks. • Checking work of others already completed for accuracy or completeness. 	<ul style="list-style-type: none"> • Unnecessary steps and handoffs – Particularly true in the payroll and other financial processes. • Printing Tax bills on pre-printed paper – folding, mailing, handling returned mail – can all be electronic • Accounts receivable – duplication between systems – paper-based processes. • Restacking or sorting files – multiple copies of documents – disaster of the basement. • Re-entering data in several spreadsheets/systems. • Making extra paper copies such as payables, reports, cash receipts and applications • Entering information in systems “after the fact”. Documents are filled out by hand, then later entered into systems • Lack of access to systems requires staff to look up information that could be accessed directly.

5. Reduce Supply Lead Time

Supply lead time is the total time it takes to complete a series of tasks within a process in order to meet customer demand. Reducing lead time is one of the most effective ways to reduce waste and lower total costs. Lead time can be broken down into three basic components:

- **Cycle time** – The time it takes to complete the production (or approval) of a single unit (such as permits or applications) from start to finish. That is, the time actually working on the task, be it physical or mental exertion.
- **Changeover time** – The time it takes to transfer from one step to the next or one activity/transaction to the next. This is the most “underrated” waste of time. Most people do not realize how much time is lost when they must change what they are doing to respond to calls; interruptions result in waste as more time is needed to re-familiarize oneself with the process step at hand and refocus. As well, in terms of applications, if the customer is unable to complete the entire transaction at one time due to lack of accurate, complete information, both customer and staff must re-familiarize themselves with the application when they return to the Township (or call). Therefore, elimination of changeover time is essential for improved services and reduction in overall lead time.
- **Lead time** – The time it takes to complete an entire process from start to finish and any time in between process steps (such as the amount of time from a planning request to approval). Any time in between steps adds to the Lead time.

- **TAKT Time** – the rate at which you need to complete the process in order to meet customer demand. Process and value stream maps are effective illustrations of lead times, cycle times and delays.

Currently, DD does not capture any of this time with the exception of Public Works in the form of work orders. However, this is manually tracked and then re-entered into spreadsheets after the fact. Most other processes are not tracked in terms of time with the exception of open and closed dates on applications. Therefore, we are not able to adequately assess the non-value-added activities and potential savings.

6. Reduce Total Costs

In economic terms, the reduction of waste and delays results in significant reduction in costs. By eliminating defects, duplication, unnecessary checks, over-processing and handoffs, less resources are needed to complete the tasks. The true cost savings in the Township can be realized by reducing the errors and number of handoffs, requiring accountability at each stage and analyzing the types of reviews undertaken. Moving to electronic processes with integrated systems will significantly reduce costs and improve services. True cost savings can be realized by improving the tracking of time and resources dedicated to each step and further understanding the steps that can be eliminated. categories from telephone inquiries. If the Town had this information, it would allow for better upfront communication to customers and improved documentation on websites or pamphlets.

THE JOURNEY TO SERVICE EXCELLENCE

Service Excellence means focusing on the customer by eliminating non-valued added activities. DD does not have a customer service or engagement strategy in place but we recommend that this be developed with all staff and Council involved.

We are of the opinion that this should be supplemented with LEAN Six Sigma whereby staff look at processes with the customer in mind. That is, CREATING VALUE FOR THE CUSTOMER IN EACH ACTIVITY OR STEP IN A PROCESS. This will require an investment in LSS training as well as a change management strategy. Without this, sustainable change is not possible. As part of the strategic visioning session, DD should engage the community to identify what is most important to the citizens. This should formulate the long-term strategic plan and cross-departmental business plans. In these plans, there should be a commitment to look at each process with goals for eliminating non-valued added activities and focusing on the VOICE OF THE CUSTOMER.

Value added services do not include waste but include those value creating enablers such as information technology and human resources. In order to make recommendations on the elimination of non-value-added activities, the following steps were undertaken:

- a. Analyze the Current State
- b. Process Analysis – Looking for the Hidden Processes
- c. From Initial Assessment to Root Causes
- d. Find Solutions – Draw the Future State

Possible Solutions:

- Work on the “One is Best” Principle
- Investigate all Checks for value add
- Eliminate the Need for Checks
- File Only Once, In Only One Place, Electronically
- Process Ownership – Accountability at each step
- Get the Job done as soon as you start (eliminate changeover time)
- Eliminate handoffs where possible
- Look at Teamwork
- Analyze risk

PROCESSES ANALYZED

The next section describes each major process. In undertaking the analysis, we noted that some processes were performed by more than one group and/or partial processes such as payments crossed departments. The impacts of these “cross-departmental” processes are discussed at the end of the analysis of all the processes. For example, Service Caledon takes payments as does each recreation facility. As shown in Error! Reference source not found., we analyzed 28 processes, some of which are included in other process analysis.

GENERAL OBSERVATIONS OF ALL PROCESSES

While not a detailed review, we analyzed some key processes as part of the departmental profile assessment. Due to COVID, we could not undertake a typical walkthrough of the process step but did do virtual sessions to gain a general understanding of the activities and steps in the following processes: planning applications, building permit and inspections payroll, accounts payable, receivables, recreation facility booking, public works work assignment, equipment allocations and inventory. The processes analyzed in this report range in volume, complexity and time required. However, there are some overarching themes that were evident that add to the complexity/time elements:

1. Some processes are required to be completed on paper or spreadsheets and then reentered into systems such as planning applications and payroll.
2. Too much “municipal speak” in forms and instructions.
 - Instructions for applications are vague (eg. building permits, planning applications)
 - The online services do not populate the database being used resulting in duplication.
 - Documents are not attached to systems so files are created so staff must go to files, paper or electronic, to find backup.
 - Customers do not have a one stop shop for all receivables.
4. Significant number of documents are printed and mailed, when other electronic options are available (eg. tax bills)
5. Significant duplication of effort is evident (eg. data entry into multiple systems, entry of printed forms into databases)
6. Inventory of work – Inspections for open building permits, records management.
3. Online services – Although the Township is moving towards increased online services, the following observations can be made:
 - There is no overall online strategy
 - Most application are paper based and not fillable
 - The website does not link the description to the online services in all cases – difficult to navigate.
 - There is no mechanism to submit applications online, with the exception of building permits
 - Customers cannot file a request for service without calling the Township. Updates for the customer requires additional steps and contacts. They are not aware of the progress of any particular application or request.
 - Only complaints that are not resolved are tracked in Comtrack
 - Staff does its best to keep customers up to date but it is an additional step that can be eliminated through better technology.
 - The online forms are not explained and not error proofed. There are many opportunities for defects or error.
7. Payment methods are limited and varied causing confusion for staff and customers (eg. credit card payments for taxes but not recreation)
8. Systems allow for electronic document management, but the functionality is not utilized.
9. Systems are not integrated resulting in duplication and potential risk of error/omission (eg. BookKing, building permits and GP).

10. Lack of integration between systems requires utilization of spreadsheets to capture information and perform calculations/reconciliations
11. Customers are required to “transport” applications too many times or must come to the Township Hall too often.
12. Policies, procedures and processes in terms of automated systems should be formalized in some areas. For example, a detailed policy reflecting the responsibilities of respective staff and documentation with respect to various processes should be initiated. Although DD has many policies, its processes are not documented and represents risk of variation of services, errors.

It is important to note that processes were not measured in terms of time, but wastes were evident. NOTE: Most data was not available to assess service standards. We would recommend that each process be tracked during, before, and after the recommended changes are made in this report to ascertain the actual time and potential savings.

Typically, there is 75-90% waste in service type processes, regardless of sector. The most important outcome of this review is the revelation of the unnecessary complexity of many processes. Departments should work together to make better processes from the customer perspective needs to be encouraged. As well, no system should be procured without integration plans. Waste has been created by this lack of integration (eg. BookKing). DD is about to implement MESH which was purchased without clear integration with PSD asset management and GP. It is imperative that this integration occur at the outset and not as an afterthought. Otherwise, additional duplication and waste will be introduced into payroll, asset management processes. To be value added, every step should be “done right the first time” and only “entered once”. We also encourage DD to move to paperless processes. Not only is it good

for the environment, if document management is implemented properly, it will reduce cost, eliminate time spent looking for documents, improve controls and records management practices. The move away from paper, mailing, and printing requires upfront investments in technology and training but payback is typically less than three years.

These changes are challenging. Moving to a “one is best” principle, elimination of external spreadsheets and paper is challenging for many. There is a sense of a loss of control but in fact, it improves control. Electronic documentation is safer and easier to lock down the final version. But all this needs a strategy and commitment from management and staff.

DID YOU KNOW:

The amount of wood and paper thrown away each year is enough to heat 50 million homes for 20 years.

Service Profiles and Departmental Findings

GENERAL GOVERNMENT

Governance



CAO, Clerk and Planning



Finance





GOVERNANCE

SERVICE OVERVIEW

Governance is a term used to describe the political organization of municipalities. It also concerns the on-going involvement of citizens and the accountability of council members.

Council is an elected body that conducts regular public meetings to address issues facing the Township. It is the Board of Directors of the municipal corporation and is responsible for



Governance is concerned with more than municipal structure. It extends to processes followed and to collaboration with potential partners.

Guide to Good Municipal Governance, C.Richard Tindal & Susan Nobes Tindal

Section 224 of the Municipal Act states the role of Council is:

- (a) to represent the public and to consider the well-being and interests of the municipality;*
- (b) to develop and evaluate the policies and programs of the municipality;*
- (c) to determine which services the municipality provides;*
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;*
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;*
- (e) to maintain the financial integrity of the municipality; and*

(f) to carry out the duties of council under this or any other Act.

As a collective group, representing the interests of citizens, Council is responsible for: representing the public and considering the well-being and interests of the municipality; developing and evaluating the policies and programs of the municipality; determining which services the municipality provides; maintaining the financial integrity of the municipality. Council meets regularly and committee structure is in place to achieve various goals.

Transparency of decisions by Council and communications with the public and staff is a key area for focus in the future.

This was an overarching theme throughout the consultations and survey results. Municipal responsibilities have expanded over the last twenty years and legislative provisions require more vigour in management of Township operations. Coupled with that are the expectations of the public for value for tax dollars.

SUB SERVICES

Service Profile – Governance



REPRESENTATION-MANDATORY

Each municipality in the province consists of a head of council (in the case of the Township, the mayor) and a varying number of councillors. The number of councillors generally depends on the population of the municipality and varies from four to ten. However, council has the ability to change the number of its council members. DD has 5 councillors with is the lowest number of all the benchmarks which is also reflected in the costs per household (Figure 42).

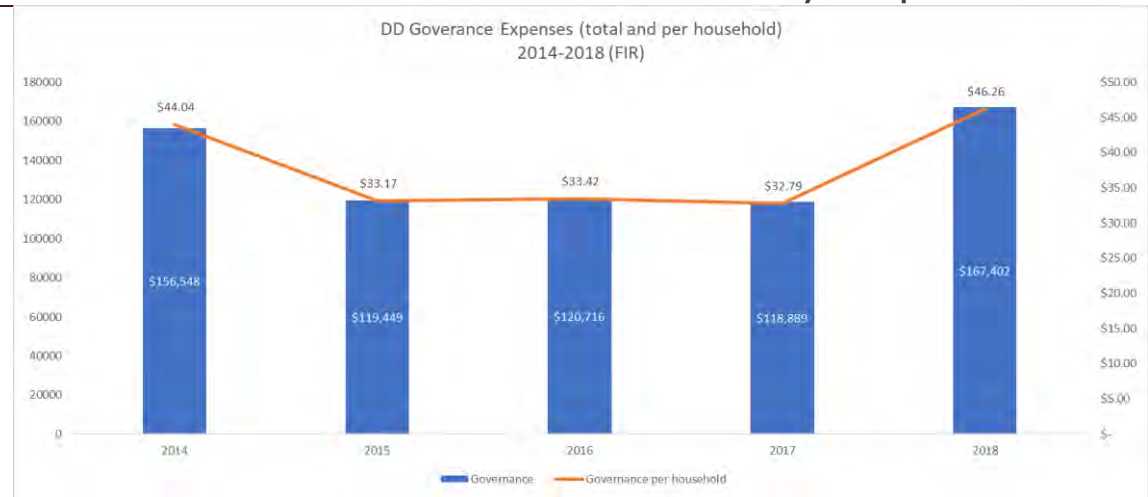


FIGURE 41: DD GOVERNANCE EXPENSES (2014-2018)

In terms of financial performance, DD’s governance expenses are \$46 per household in 2018 which is slightly higher than the average of the benchmarks at \$43. This may have been due to election management costs and different approaches.

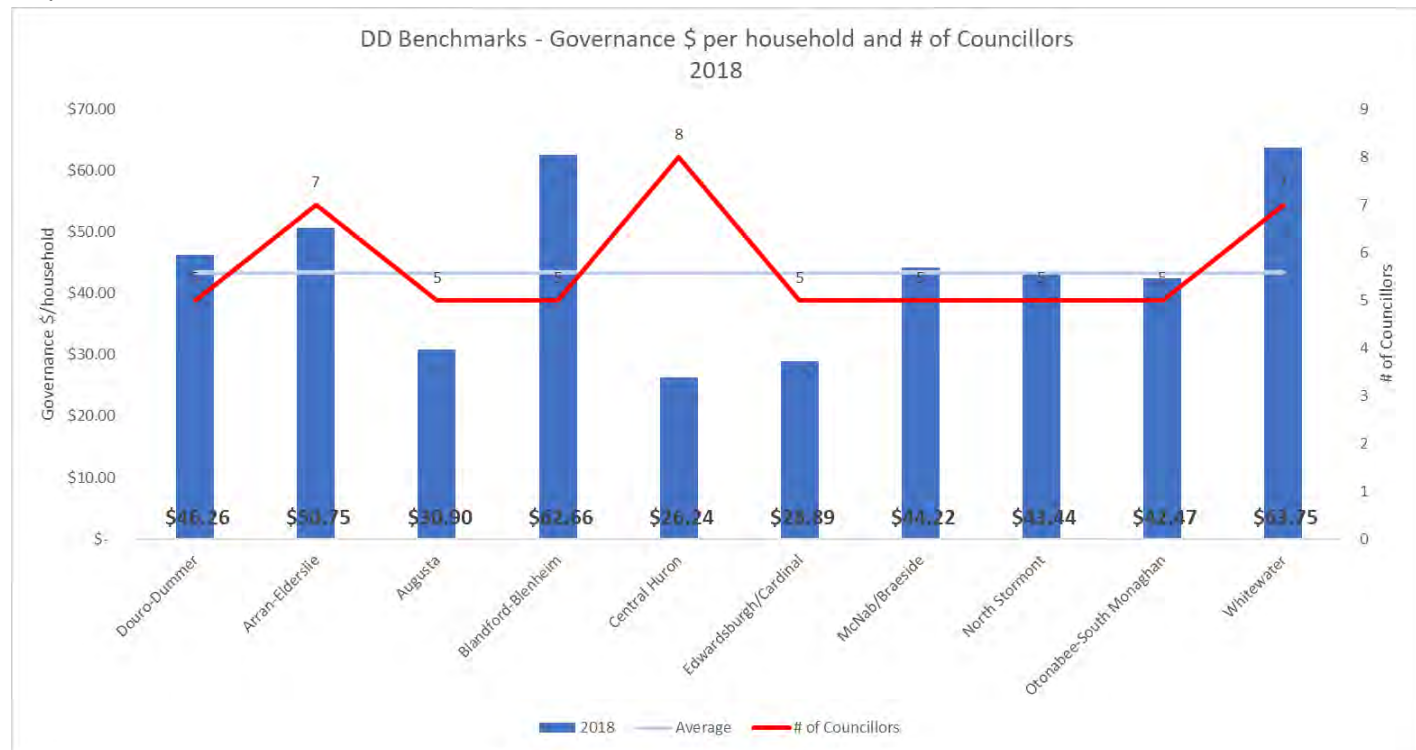


FIGURE 42: DD BENCHMARKS - GOVERNANCE COST PER HOUSEHOLD & # OF COUNCILLORS

ELECTION MANAGEMENT-MANDATORY

A legislated public service to provide the Township with democratic Council to govern the municipality. The Office of the Township Clerk is responsible for conducting orderly and democratic elections every four years, or as otherwise may be required, on behalf of the Township, County and school boards operating within the municipality. There is no specific FTEs allotted to Election Management, however, in an election year, next one set for 2022, the Clerk's Office required significant staff resources from both internal and external staff.

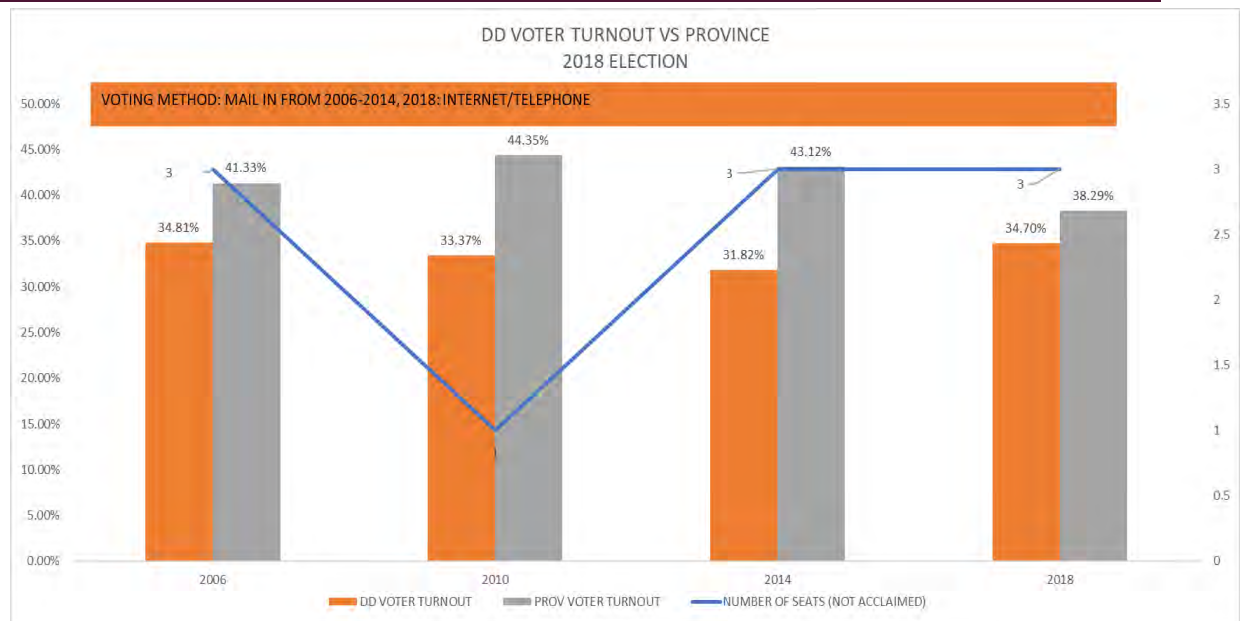


FIGURE 43: DD VOTER TURNOUT VS PROVINCE

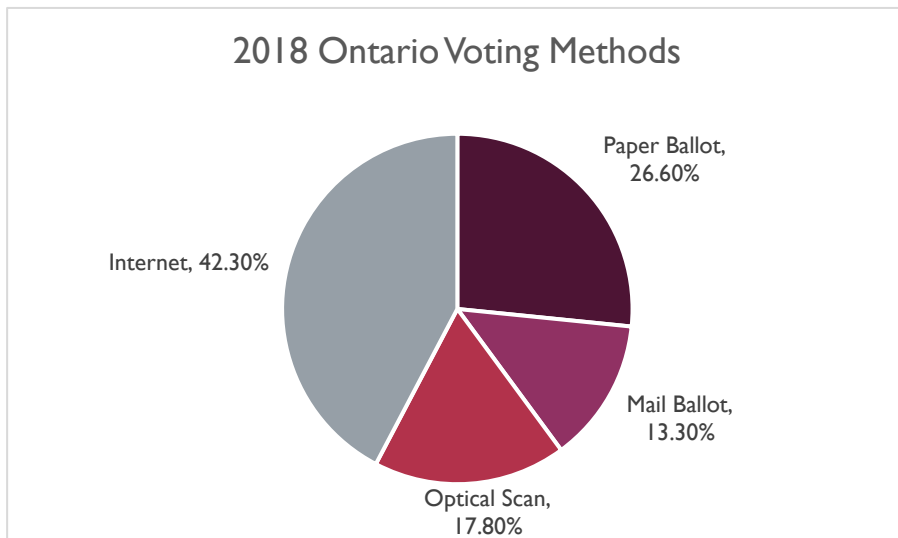


FIGURE 44: 2018 VOTING METHODS, AMO

In 2018, the Township moved to internet/telephone voting method which is now the most used method in Ontario at 42% (Figure 44). While studies indicate increases in voter turnout of up to additional 35% and costs decline from approximately \$6 to \$2 per eligible voter (or approximately \$21,000 savings). DD saw a slight increase in voter turnout to 34.7% in 2018 but is consistently less than provincial results at 38.3% (Figure 43). However, that is likely due to the fact that DD has traditionally seen acclamations in 2 to 4 seats.

COMMITTEE STRUCTURE-MANDATORY AND DISCRETIONARY

The Township’s Procedural Bylaw 2018-09 lays out the committee structure which allows for community input through various committees, some of which are temporary or project based (**Table 6**). The bylaw allows for the Committee of the Whole structure, it is not utilized as part of the regular structure. This appears to increase the number of “special” meetings (**Figure 45**) and does not appear to be providing sufficient time for discussion on some key issues. A comprehensive review of the procedural bylaw should be undertaken with the intention of providing better opportunities for detailed discussions prior to items being presented to Council. Appendix E provides a section by section review of the bylaw with some recommendations for improvement and clarity.

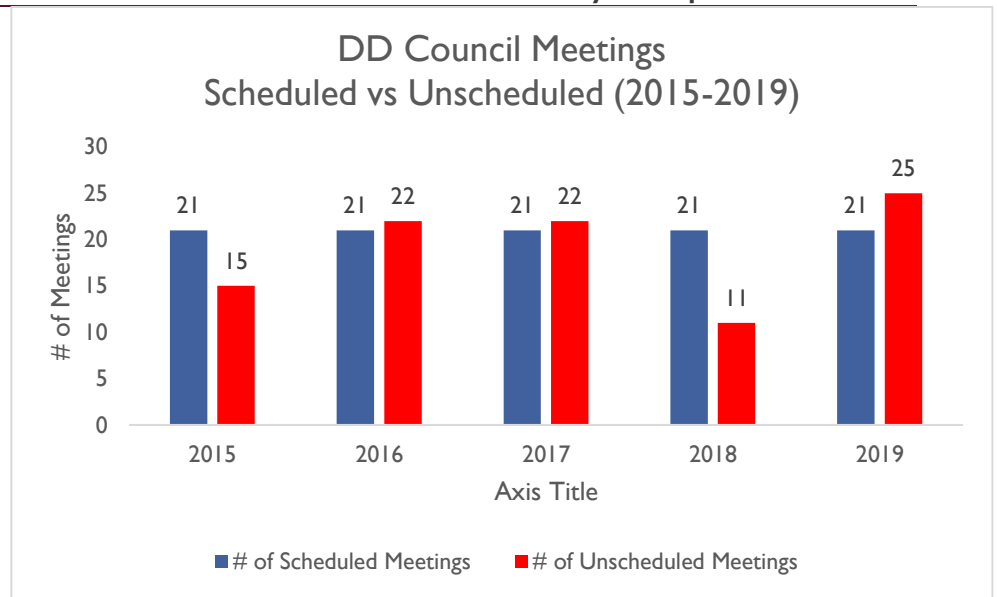


FIGURE 45:DD NUMBER OF COUNCIL MEETINGS

TABLE 6: DD COMMITTEES

Ongoing Committees
Historical Committee
Planning Committee
Committee of Adjustment
Community Policing Committee
Douro-Dummer Public Library Board
Santa Clause Parade Committee
Canada Day Parade Committee
Recreation Master Plan Action Committee
Donwood Parks Committee
Recent Temporary or Project based Committees
Mayor’s Advisory Committee on Road Issues
Service Delivery Review Committee

STRATEGIC PLANNING- DISCRETIONARY BUT BEST PRACTICE

Strategic planning is a discretionary service but is considered best practice. STRATEGIC PLANNING involves setting the direction for the Township, a VISION for the community, a MISSION and the VALUES it embraces. The last strategic plan covered the period 2015-2018 which provided some guidance to staff but was not necessarily built into business plans for departments and staff. The current term of Council did not undertake a similar exercise leaving the administration to determine the priorities or simply “react” to the daily pressures encountered. Hence, the vision for the Township is not clear and staff are doing their best to achieve results without specific performance measures in place.

KEY FINDINGS –PLANNING

The plan in 2015 provided a good start. However, our finding is that there is no integrated planning framework. That is, a link between the strategic plan, budget process and communication to staff. It also does not provide for a long-term VISION from the community which, best practice, indicates should out 20 YEARS.

There are no departmental business plans that align with the Strategic Plan nor is there a performance management program that links staff performance with results. Performance agreements are focused on the past performance and do not ensure the goals of the organization are met. Following the annual budget process, staff indicated that there was a practice of annual planning but it has not been done for several years. There is no formalized manner in which to involve staff in developing workplans, planning of resources, performance

assessment to encourage continuous improvement or “360” feedback mechanism.

FINANCIAL PLANNING AND BUDGET PROCESS

The Township’s budget process has not been modernized and has yet to transition to multi-year budgeting. In particular, it is highly unusual that the Treasurer presents the entire budget on behalf of the departments. This gives the appearance of a lack of accountability and ownership.

There is no long-term financial plan which assess the condition of the municipality, strategies to meet future service demands or infrastructure requirements and ensure the Township is financially sustainable. The budget is primarily focused on financials and does not include non-financial performance measures. When reviewing the various master plans, such as the Asset Management Plan and Recreation Master Plan, we did not see a financial strategy that drives the budget process.

ASSET MANAGEMENT PLAN

The Township’s Asset Management Plan was completed in 2014 with replacement costs and service level standards identified for the linear assets. There are no mechanisms to update the plan and does not include all assets. O.Reg 588/17 require that the AMP must be updated for core assets by July 2021 which will require updates based upon data that is no older than two years. The Strategic Asset Management Policy passed by the Township in 2019 does not appear to meet the requirements and needs a review.

The new requirements include the financing of 10 years based upon current levels of service. The plan must demonstrate accountability, lifecycle costing, commitment to consider climate

change mitigation and adaption, ongoing updates and financing strategies. The Township's resources are already stretched and does not have the organizational structure or processes in place to meet these requirements. Recent technology acquisitions will support the AMP requirements but not without the necessary resources and project management that is needed for a successful implementation.

HUMAN RESOURCES PLANNING AND ORGANIZATIONAL STRUCTURE

HR Planning and organizational structures need to support the long-term vision of the municipality. While the CAOs office is primarily responsible for the day-to-day HR administration and oversight, there is limited professional services. Further, there is no long-term plan to support the goals of DD. This is an internal support service that provides human resource management programs and services to enable the Township to meet its goals. It should be consistent with Council direction and regulatory requirements including responsibility for health and safety.

HR is guided by Employment Standards Act, Pay Equity Act, Records Retention By-law, MFIPPA, Canada Revenue Agency, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Ontario Labour Relations Act and Fire Prevention and Protection Act.

The current organizational structure is found at Figure 21.

The role of human resources in the municipal sector today is complex. Even before COVID, there was a need to accommodate the changes we are seeing in the workplace. The key areas of HR include:

Employee and Labour Relations

Provide leadership and administration and strategic advice to CAO and Management Team. Includes but is not limited to Compensation and Benefits Management, Pay Equity Adherence, Performance Management, and Employee and Labour Relations.

Recruitment & Position Management

Recruit new staff, provide strategic advice to management regarding performance, vacancies and resourcing.

Workplace Health and Safety and WSIB

Provides disability management services, occupational health and safety consultation services to ensure legal compliance and support health and safety for all employees.

Training & Development

Provides functionally appropriate training and professional development opportunities to staff.

KEY FINDINGS – HUMAN RESOURCES

- Committee structure does not easily support confidential HR issues at Council.
- Organization structure does not support service profiles
- No Human resources system or documented processes
- Duplication of effort evidenced by a lack of integration with payroll

- Paper based processes and tracking mechanisms
- Outdated forms
- Policies are lacking in many areas
- Health and Safety training is needed

TECHNOLOGY PLANNING, SERVICES AND UTILIZATION

The Township departments in this review utilize a variety of systems in order to track and transact its processes.

The Township owns several systems some of which have been in place for some time while others were only recently acquired.

1. Microsoft Dynamics GP for finance including property taxes.
2. Citywide, for asset management.
3. DDpermits and in house developed portal for building permits submission
4. BlueBeam (no one indicated utilization)
5. Who's Responding, Fire Department response system
6. BurnPermits (under consideration) and for Fire burn permits.
7. FirePro incident management.
8. BookKing recreation facility management system.
9. Escribe for Agenda Management (recent – still being implemented)
10. Comtrack – complaint tracking
11. ACE GPS system (Public Works) - in implementation phase.
12. MESH for operations management -in implementation phase
13. EsriArc GIS – provided by the County.
14. The lack of integration between systems results in duplication of effort since fees and customer information

is entered more than once. Since the customer information resides in multiple systems, the Township and customers do not have one source for all receivables.

IT SERVICES

Microage provides ongoing support and network administration as well as installation of new hardware. All backups and security are managed by Microage with the exception of application-based profiles. No true “help desk” is available for users but rather are funneled through the Receptionist/IT Coordinator.

KEY FINDINGS – IT SERVICES AND SYSTEM ADMINISTRATION

- No Help desk services
- Security not controlled in departmental systems administration and procurement
- Limited IT Policies addressing acceptable use, security, redundancy or standards
- No Threat and risk penetration testing undertaken
- Systems not integrated
- No business continuity planning. No transaction logs leaving the Township at risk of lost data
- Limited IT competencies
- Training is lacking

KEY FINDINGS - APPLICATIONS

There is no corporate strategy to guide technology investments or project management. The lack of IT Governance has led to departmental purchases of software without proper requirements, assessment or standards. Further, there are many applications that are not integrated due to a lack of proper procurement.

Implementations have, in general, not been complete, likely due to a lack of internal project management, training and process improvements. Systems have been installed without any long-term plan to leverage the functionality.

There is a **significant underutilization** of software partly due to training and lack of knowledge of functionality. Lack of integration between systems represents risks and duplication of effort. In many situations, spreadsheets and standalone basic databases are used to track information as opposed to using corporate systems.

Some software modules were purchased and never used, such as BookKing public site. Booking was not fully implemented and is not integrated with GP which adds risk and duplication.

Similarly, while systems such as DDpermits are utilized, they are not fully integrated with GP and therefore, there is much duplication of data entry. While DDpermits is favored by the building department, its functionality is minimal and could be achieved with some modifications to GP and other web based established programs.

Comtrack is used to manage complaints but is not used across the Township. It is not an online Service Request module or Work Order management system. AccessE11, for example, allows for service requests, complaints management and associated work orders. This can be accessible to the public on a weblink and allows for workflows and work assignments.

MESH was recently purchased for operations and recreation work management but are not yet integrated with PSD Asset management module.

In terms of GP, it is very robust but training and utilization are low. In particular, the use of document management, smartlists and reporting. There are some modules that the Township does not own but would be advantageous to eliminate manual processing:

-
- Virtual City Hall
 - Esend for tax and accounts receivable
-

That being said, GPs budget module is not robust and reporting can be challenging. It would not be ideal to allow managers to have access directly to GP but rather provide Excel builder files with the information from the system. Best practice would be to look at a Budgeting software which “reads” GP information. These products have robust reporting modules that would allow managers to build and report on their own.

FINANCIAL STEWARDSHIP AND ACCOUNTABILITY- MANDATORY

Under the *Municipal Act*, must ensure accountability and transparency of municipal operations. As a continuation from the IT section above, financial management and reporting must be linked to the strategic and asset management plans in order to make long term decisions that are in best interest of the community. External reporting and accountability are also required to provide transparency to the public.

In particular, municipalities are required to appoint an external auditor to audit the financial statements each year for a maximum of five years. DD’s current auditor is Baker Tilly.

It was noted that the auditors create the financial statements and file the Financial Information Return on behalf of the Township.

Municipalities must now appoint a Closed Meeting Investigator and an Integrity Commissioners. Municipality may appoint its own accountabilities officers such as Auditor Generals, Municipal Ombudsman and/or Lobbyist Registrars.

Changes to the Ombudsman’s Act were made in 2014 which granted new powers to the Ontario Ombudsman as follows:

- May Investigate decisions, recommendations or actions done or not done in the course of the administration of a municipality and most of its local boards;
- May initiate broad systemic investigations;
- May investigate in response to complaints or on the Ombudsman’s own motion;
- May publish findings and make recommendations on the above.

To date, the Township has opted to utilize the Ontario Ombudsman as opposed to appoint its own ombudsman and does not currently have an Auditor General or any Internal Audit capacity. However, DD recently partnered with the County and appointed its new Integrity Commissioner and appointed the external auditors following an RFP process. No major issues have arisen in recent years.

KEY FINDINGS

- Auditors are performing financial statement and FIR preparation activities including year-end transactions
- Audit preparation has been delayed due to organizational issues – 2018 financial statements were not completed until February 2020.
- Management letters have not stated significant control issues.

POLICY SETTING AND DIRECTION-MANDATORY

Under the Municipal Act, Council is required to set the direction for the municipality and ensure the policies are in place:

“(b) to develop and evaluate the policies and programs of the municipality;

(c) to determine which services the municipality provides;

(d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;”

DD has a number of policies as listed in APPENDIX D: DD TOWNSHIP POLICY INDEX. APPENDIX E: RECOMMENDED POLICIES FRAMEWORK provides a list of key administrative and financial policies that should be in place.

KEY FINDINGS

- Policies are mixed with procedures
- Spreadsheet is not designed to calculate dates
- No specific review dates or cycle assigned
- Policies are outdated and some are very old (dating back to 2007) without review – A complete revamp of the format and content is needed and should include a review cycle.
- Policy suite is not comprehensive – missing some key policies such as financial controls, reserve policy.

COMMUNITY BUILDERS- DISCRETIONARY & MANDATORY

Customer engagement is critical for the Township to better articulate the value of its services and determine the needs of the citizens. While this review did not include a customer survey or consultations, the Township has created many opportunities to engage with the public on specific issues. Through its committee structure, it hears from the appointed members as well as focus groups. As part of the long-term strategic planning, and a requirement of the asset management regulations, the Township needs to gain an understanding of the desired levels of service on a variety of fronts. New technologies and options are available to better engage with the public on an ongoing basis.

REQUEST AND COMPLAINT MANAGEMENT

The Township Clerk is responsible for managing the “Complaint Policy” which is focused on exactly that. Those issues that arise from bylaw infractions and require follow up. This meets that requirements to demonstrate that the Township has a procedure to manage the complaint should there be a request for review with the Ombudsman.

At present, however, not all requests for service is tracked and the public must call or visit the Township office to initiate a complaint. Further, there is no Township-wide approach to request and complaints handling. Comtrack, the system utilized to track complaints is not online and is only used if the issue is elevated. Data pulled from the system is clearly not illustrative of the number of complaints or requests that come to the Township each year (Figure 47) nor the workload that is created from these requests.

There is no systematic manner in which the Township can effectively respond to the community nor track the types,

volume or area of complaints without intervention. There is no central repository of complaints nor are the complaints linked to work orders. Service level standards are not set for many requests nor are agreements in place to assess if standards are being met. Priorities are not managed based upon risk, service level or response times. Other types of requests and complaints that don’t get elevated are housed in staff emails, paper or not recorded. It is imperative that there is a formalized request and complaint procedure within the Township which demonstrates accountability. These documented procedures will assist the Township should there be an investigation launched by the Ombudsman as well as improve services to the public.



FIGURE 46: TYPES OF REQUESTS & COMPLAINTS

KEY FINDINGS

- No Community engagement plan in place
- Social media is not supported by policy or used widely
- Committees are well prescribed and terms of reference allow for members to provide input on a formal basis.
- No service requests or complaints online which requires staff follow-up.

Complaints Registered = 2016 – 2020 YTD

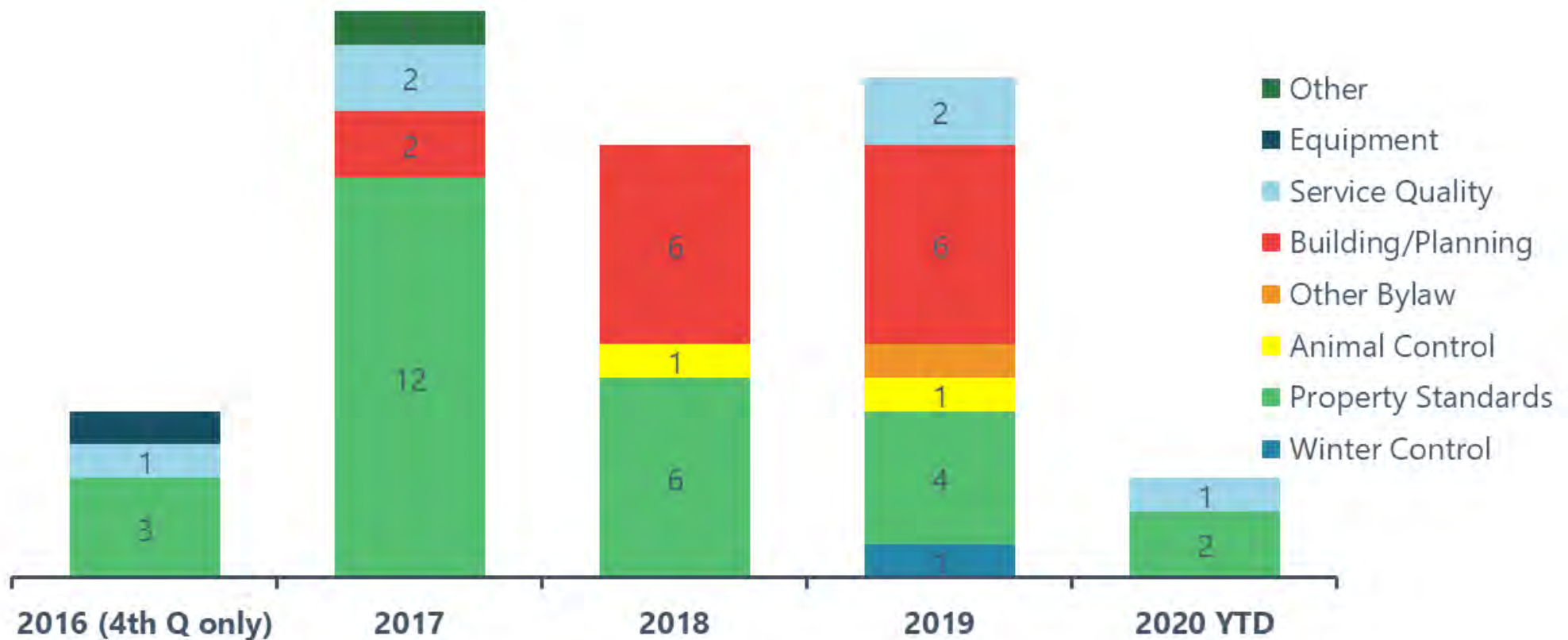
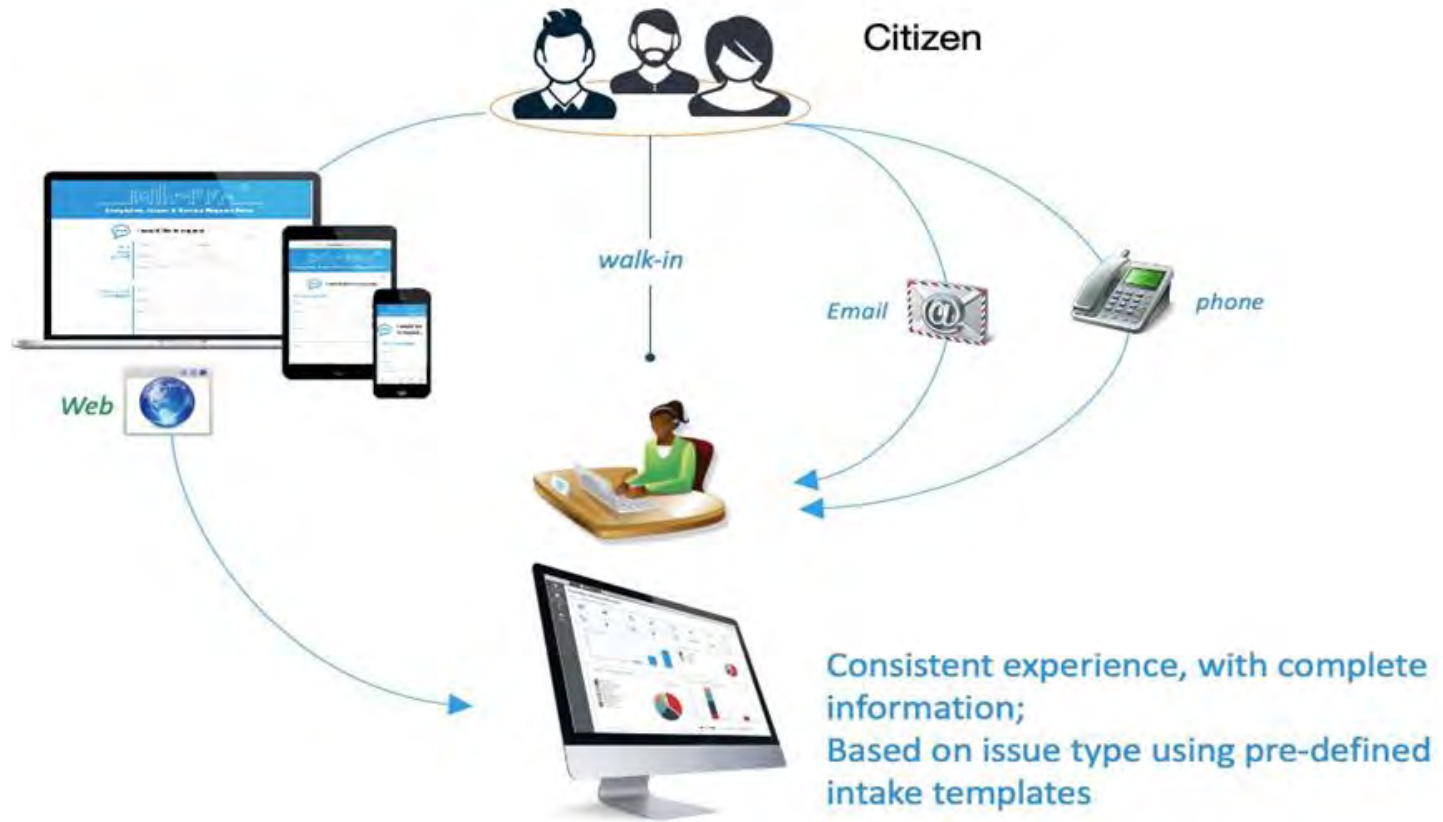


FIGURE 47: DD COMPLAINTS TRACKED IN COMTRACK

1 RECEIVE the issue/complaint



Defining the Case / Issue Management Process

FIGURE 48: SERVICE REQUESTS - SAMPLE ACCESS E11

DECISION MAKING AND COUNCIL SUPPORT- MANDATORY



OFFICE OF THE CAO

SERVICE OVERVIEW

As outlined in Section 229 of the Municipal Act, the municipality may appoint a Chief Administrative Officer ('CAO') to exercise general control and management of the affairs of the Township for the purposes of ensuring the efficient and effective operation. Oversight of strategic plans, such as the Economic Development Strategy, Official Plan are the responsibility of the CAO.

The CAO is also responsible for corporate human resources, insurance, legal, economic development and communications. The CAO is tasked with implementing Council's strategic direction and manage the staff of all departments.

Ensuring that Council has the information it needs to make strategic decisions is critical to this position.

This position is essential to manage staff, Council relations and ensuring that the Township meets its regulatory obligations.

In terms of human resources, the Township is non-unionized. The Township has had a CAO for some time and recently hired an Interim CAO pending the outcome of the SDR.

Economic Development

The Township is part of the Peterborough and Kawartha Lakes Economic Development Corporation which was developed with the goal of creating one economic voice for the municipalities

just to the east of the GTA. This is a very important partnership for the Township. While the Township is only one of the municipalities, given its size, this partnership makes sense and there have been many successful ventures that have been undertaken together. Research, industry trends and promotion for the entire area provides DD with information for its own purposes and planning and should be expanded.

KEY FINDINGS

- HR Specialist is needed to support CAO
- No logical reason for Insurance to be in CAOs responsibilities.
- No administrative support directly for confidential matters



CLERK'S OFFICE

SERVICE OVERVIEW

The Municipal Clerk provides a wide variety of statutory functions as referenced in numerous statutes. It is a legislated position under the Municipal Act. 224, Section 228

- (1) A municipality shall appoint a clerk whose duty it is,
 - (a) to record, without note or comment, all resolutions, decisions and other proceedings of the council;
 - (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question;
 - (c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of the council;
 - (d) to perform the other duties required under this Act or under any other Act; and
 - (e) to perform such other duties as are assigned by the municipality. 2001, c. 25, s. 228 (1).

Under Section 11 of the Municipal Elections Act, 1996, the Clerk is responsible for conducting elections with some exceptions. The role of Municipal Elections Coordinator includes running the election which was described in the Governance section.

The Clerk is supported by the Deputy Clerk who has been acting as the Interim CAO for over 6 months which has had an impact on workload. Other key roles of the Clerk as follows:

- Preparing public and statutory notices as per legislation;
- Processed Proclamation requests and Delegation requests.
- Conducting policy and legislative research and training, e-agenda system management, legislative and by-law reviews, as well as a variety of project-based research.
- MFIPPA requests and records management.
- Website updates and communication.
- Provide registration services to the public on behalf of the Province. DD's clerk does not issue marriage licenses or record birth registrations. Death registrations are recorded manually in a spreadsheet (2015 – 6, 2016 – 5, 2017 – 11, 2018 – 15, 2019 – 8)

Service Profile – Clerk/Elections



A legislated provision of services to Council, the Corporation and the public by way of Council and Committee meetings (i.e. agenda and minutes, reports, and by-laws). Also includes the statutory duties of the Clerk as outlined in the Municipal Act, numerous statutes, and as assigned by Council.

The Township Clerk and Management support Council decision making process through reports to Committee/Council. The Clerk is responsible for the dissemination of these reports through the preparation of agendas, minutes and follow up directives for many of the Advisory Committee Meetings. Recently, DD implemented some of the Escribe Agenda Management software modules and meetings are now streamed on YouTube channel. COVID required the use of Zoom meetings.

KEY FINDINGS

- No long-term agenda plan in place.
- Improved agenda management due to Escribe but more training is needed.
- Possible review of Escribe modules for additional functionality needed.
- Website is outdated, lacks community engagement and online services
- Some reports lack business case approach.
- TOMRIMS file classification system is not properly adhered to. New files are filed under old systems. Destruction By-law requires updating and destruction of records requires attention (burning/not shredding) currently not in compliance.

DD - Clerks Agenda Development Process

- Council Meetings Held 1st & 3rd Tuesday of the month
- Report deadline is the Tuesday at noon, the week prior to
- Staff are required to create reports in Escribe
- Workflow triggers approval process
- First report approval undertaken by Clerk
- Final report approval by CAO, following and review of agenda
- Council receives copy of final electronic agenda on Thursday by 4pm, prior to meeting
- Clerk prepares cover page + agenda and publishes online
- Clerk posts online with manual link



*Siloeed approach to agenda management and reports scheduled for future meetings
 *Additional staff training required for use of Escribe technology to streamline process

FIGURE 49:DD AGENDA PREPARATION

PLANNING APPROVALS

SERVICE OVERVIEW

In DD, the Clerk also serves as the Planning Coordinator which is estimated to absorb between 50-80% of the position's time. In general, planning fees are set to cover the costs of processing to minimize the cost to the taxpayers. However, DD has only recovered its cost in some years (Figure 51). In 2018, DD taxpayers paid \$10 per household towards planning applications that were not covered by fees.

Land use planning in Ontario is shared between the province and municipalities. The Planning Act and the Provincial Policy Statement (PPS) as well as the Growth Plan for the GTA all establish the guidelines. The Planning Act also sets out processes and tools for planning and controlling development or redevelopment.

The Township's Official Plan is part of the County OP and was last updated in 2017 through a public consultation process. Any official plan amendments involve both the Township and the County.

Planning Services at DD include:

- Secretary Treasurer, Committee of Adjustment/Planning Committee
- Minor Variances
- Rezoning Applications
- Land Severances
- Commenting to Community Agencies

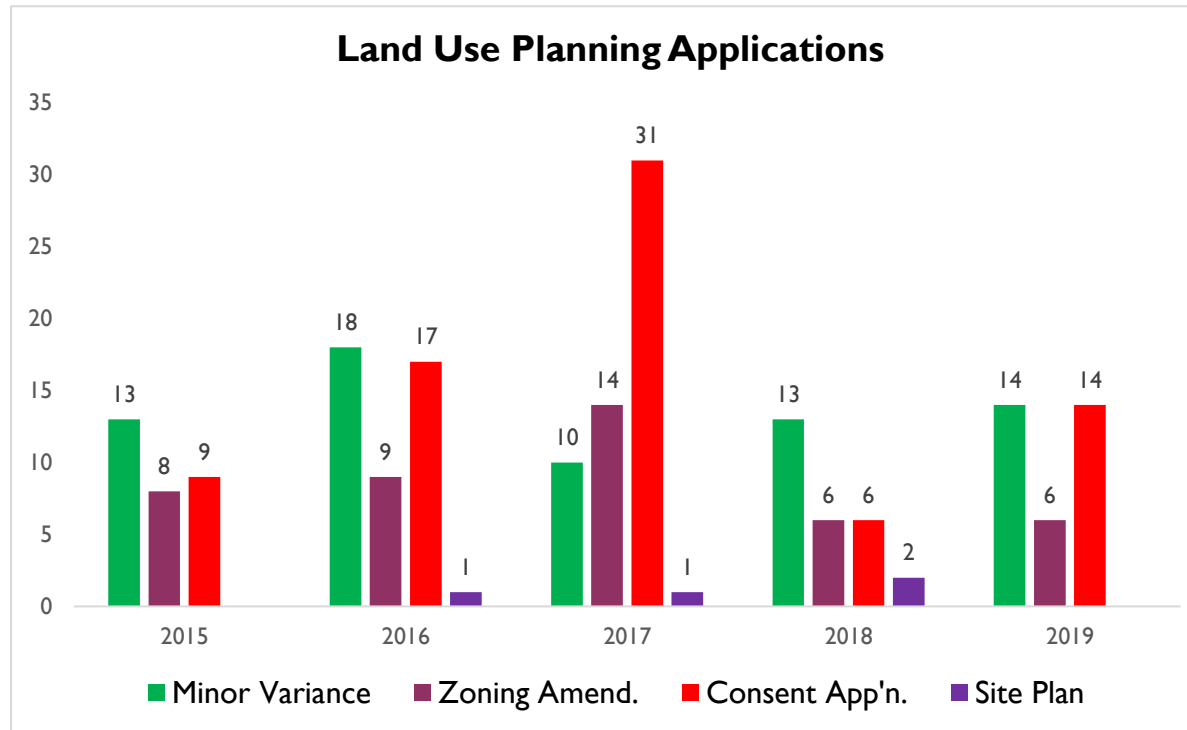


FIGURE 50: DD LAND USE PLANNING APPLICATIONS 2015-2019

- Site Plan Applications
- Official Plan Amendments
- Municipal Land Inventory

DD has a Planning Committee which makes recommendations to Council on severance reviews and applications and provides comments to the property owners as well as to the Peterborough County Land Division Committee. Reports are then submitted to Council and any conditions to be imposed.

The Committee of Adjustment is authorized under Section 45 of the Planning Act to grant Minor Variances from the provisions of the Zoning By-law to allow development to proceed without it being in exact conformity with the requirements of the Zoning By-law.

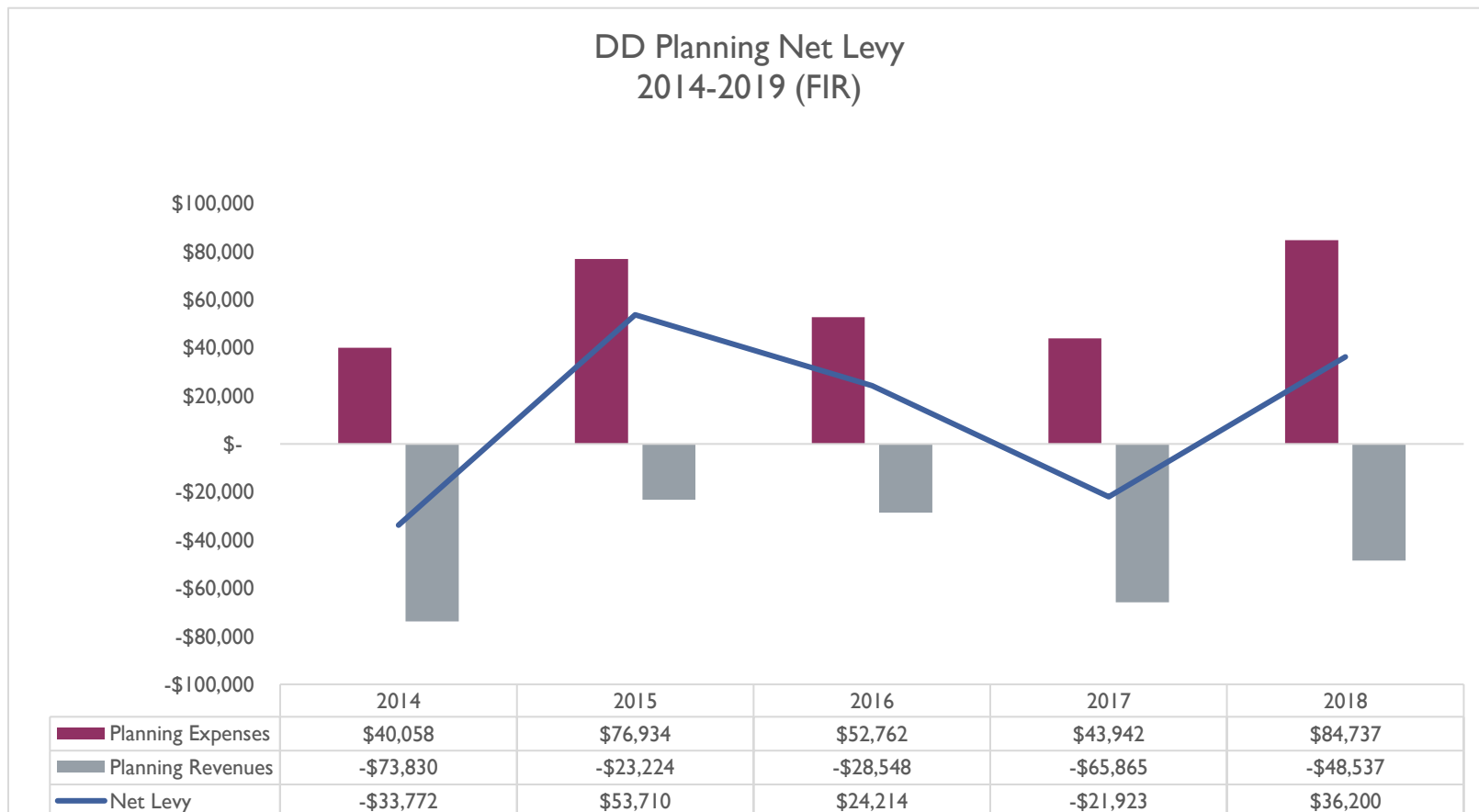
Figure 50 provides to volume of completed and proceeded applications since 2015. While not large volumes, the numbers are increasing. These numbers are misleading as mentioned in this report. The number of requests and time spent on these applications is not captured, particularly for pre-consultation process.

- Systems are not in place to track planning application timelines or time spent.
- Fees are not covering costs in some years.

KEY FINDINGS

- Lack of professional planning advice is risky and time-consuming processes
- Processes are paper based – no online submissions

FIGURE 51: DD PLANNING EXPENSES AND REVENUES



FINANCE

SERVICE OVERVIEW

Finance under the direction of the Treasurer manages the Township's financial resources to ensure funding is available to meet the financial needs, both now and in the future through compliance with legislative and contractual requirements as well as long term planning. Financial Services provides budgeting, financial analysis, policy development, long term financial planning, corporate accounting, accounts payable and receivable, financial statements and Provincial reporting, cash & investment management, payroll & benefits, centralized purchasing services, property taxation & property assessment analysis.

Section 286 of the Act requires the appointment of a Treasurer which primarily focuses on the requirement to ensure that the Treasurer accounts for all financial transactions as follows:

"286. (1) A municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council of the municipality, including,

(a) collecting money payable to the municipality and issuing receipts for those payments;

(b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality;

(c) paying all debts of the municipality and other expenditures authorized by the municipality;

(d) maintaining accurate records and accounts of the financial affairs of the municipality;

(e) providing the council with such information with respect to the financial affairs of the municipality as it requires or requests;

(f) ensuring investments of the municipality are made in compliance with the regulations made under section 418.

This section implies that the Treasurer is the only person responsible for the financial affairs of the municipality. This contradicts reality as the Treasurer does not manage all the resources in a municipality. Further, effective stewardship of resources requires that controls be put in place to ensure that financial resources are not susceptible to fraud and waste. A key control includes segregation of duties, and yet this section almost implies that only one person is responsible for all financial transactions. That could not have been the intention of the legislators but rather that the Treasurer must ensure that the systems, policies, processes and controls are in place to ensure that the finances are appropriately managed. No one can argue that all of these financial activities are important, but the focus of this section is transactional.

This does not appropriately reflect the long-term planning aspect required for today's municipalities. However, the requirement of "providing the council with such information with respect to the financial affairs of the municipality as it requires or requests;" could be interpreted to put the onus on the Treasurer to provide longer term, prospective information so that council can make informed decisions. Long term planning is also addressed in the sections covering budgets. In 2018, the province passed O.Reg 588/17 which requires municipalities to develop a long-term asset management plan be developed by 2021 for the core infrastructure assets. These are positive steps to expand planning beyond the annual budget process.

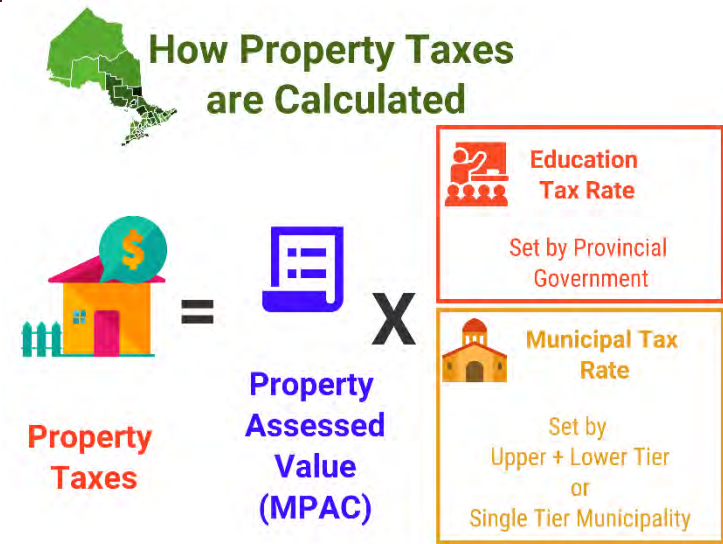
Property Tax Billing & Collection

Property tax billing and collection is a regulated process to bill and collect tax revenue which is the major source of funding for Township operations. Also includes administration of Pre-Authorized Payment Plan. Tax billing is produced on pre-printed forms. DD has lower than average taxes receivable in 2018 indicating good uptake on pre-authorized payments and collections management.

Property Tax Management

Proactively managing the assessment base for fairness and equity, maximizing Township revenues, managing tax rebates

and



grants programs, write offs and other property tax related items.

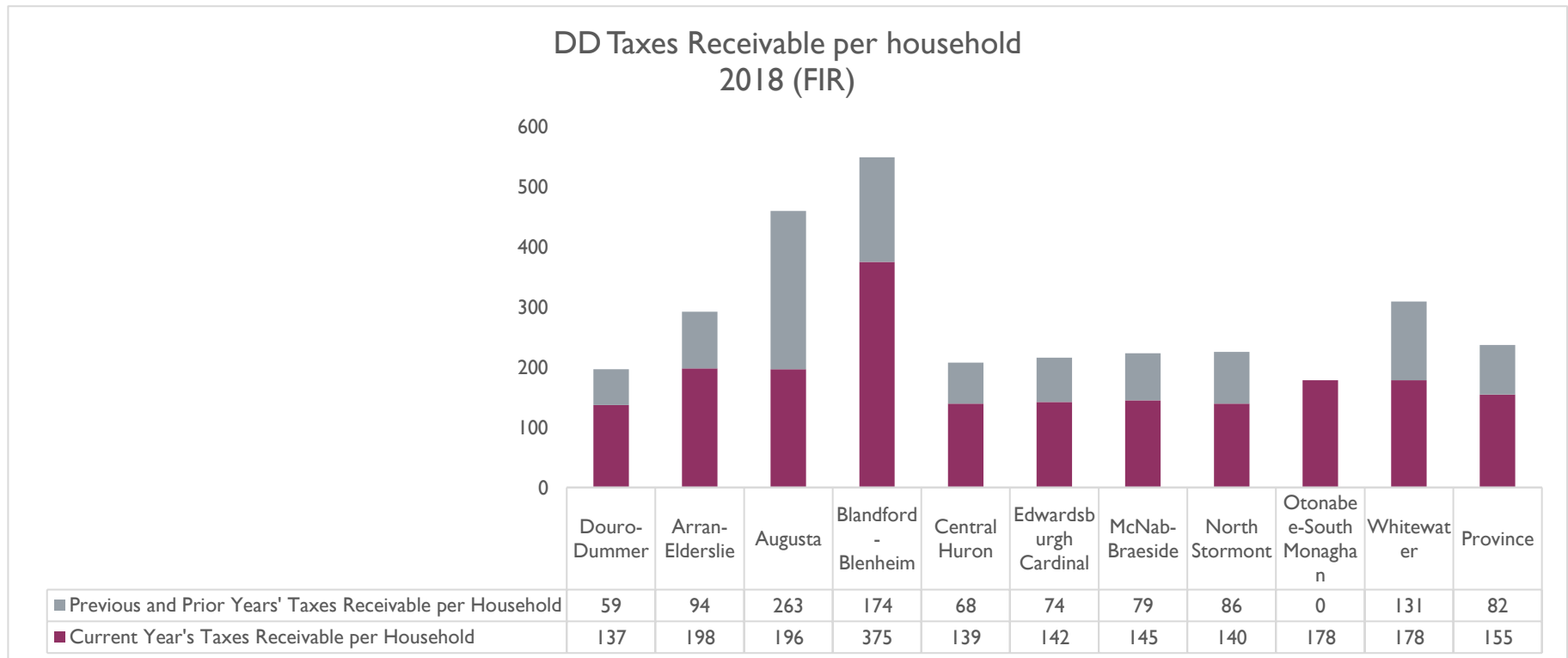


FIGURE 52: TAXES RECEIVABLE (2018)

Financial Administration

Ensure the Township's finances are managed in accordance with legislature and contractual requirements. This is done through corporate accounting functions, financial statements and Provincial reporting, systems control, corporate banking, internal audit, advice and direction to internal and external clients. Also includes Township-wide collection and maintenance of Tangible Capital Asset (TCA) inventory. Bank reconciliations are done manually which is a time-consuming process. GP provides the ability to download transactions from the bank and automatically reconcile.

Accounts Payable & Receivable

Provides accounting services by processing payments for goods and services, employee expense reimbursements, processes customer payments and the billings / collections for non-tax revenue account. Many EFT vendors have been signed up which has reduced the amount of paper but invoicing and reporting is not done through workflow or document management processes. Booking is used for recreation receivables and not integrated in GP.

USER FEES

The Township has a variety of user fees that are found in several bylaws. There is no one area that a citizen could get all bylaws. The Township's facilities are utilized by residents (and non-residents). However, the rates and fees are not sustainable as the Township taxpayers are paying for services of others and there is little in reserve for repairs and replacement in the future. We recognize that the Township wants the community to access these facilities at low cost but,

if the rates do not support the operations, there is a risk that the Township will not have these facilities in the future.

Development charges are in place and being utilized for growth related projects.

Payroll and Benefits

The Township employs both full and part time staff as well as volunteer firefighters. Payroll occurs biweekly and typically takes 1-2 business days depending on departmental responsiveness. The process begins with individual timesheets/time cards which are entered into spreadsheets (Public Works) including equipment time. The timesheets are signed off by the CAO, not the manager.

Deputy Treasurer/Payroll & AP Clerk enters the data into GP. There are different processes and templates used for different types of employees. New employee package are paper forms, time sheets, time divided by function, various codes. Staff have moved to automate certain processes but it is very manual. Employer covered premiums, such as for benefits, are difficult to reconcile to individual employee records and is done on spreadsheets.

During our review, it became clear that this process is very cumbersome and managers are spending much time on manual processes and duplication.

Purchasing and Procurement

Purchasing is currently undertaken at the department level and there is no oversight. There is not mechanism to ensure the purchase of all goods, services and construction required by the Township is done in a fair and transparent manner, and

meets the current and future needs of the Corporation. Also, there is no policy monitoring or policy development/enforcement, contract negotiation, risk mitigation, vendor performance evaluation, PO software administration or system utilization. Online bids and tenders are also not utilized to increase the exposure, reduce cost and ensure trade agreements are met.

Financial Planning and Budget

Provide both current and long-term financial planning through the preparation and coordination of capital and operating budgets and quarterly projection reporting; financial analysis relating to Asset Management Plans; ensuring Committee/Council reports reflect ongoing budgetary impacts; reserve/reserve fund and debt forecasting. Development of financial planning policies and procedures ensures financial resources will be available to meet Council objectives in the long term. The Township currently has an annual budget process and significant changes have been made in recent years. However, the current financial system does not provide ease of information or analysis. While the departmental directors are involved in the budget process, it is based upon a financial focus as opposed to a strategic planning and business plan focus with the budget as its enabler.

Financial Reporting and Audit

Financial Reporting Requirements Section 294.1 of the Act requires that the municipality prepare the financial statements for the municipality in accordance with generally accepted accounting principles as per PSAB. While municipalities may prepare a wide variety of financial reports for management purposes, the Municipal Act requires

municipalities to prepare two main reports intended for external users. Annual audited financial statements. (Section 294.1 and 296).

These must be published for public consumption within 60 days of receiving the audited statements. The Township's current auditor is Baker Tilly who has indicated through interviews that there are no significant concerns. However, every small municipality needs to put as many controls in as is practicable. However, there has been some challenges completing the statements and audit papers in a timely manner.

Annual financial information return (FIR) as required by Section 294. The FIR is set of spreadsheets designed by the Ministry of Municipal Affairs and Housing which captures the information from the financial statements as well as detailed property tax information and a variety of statistics. Changes to the FIR has occurred over its lifetime. New forms and instructions are released each year. The deadline is currently May 31st after the fiscal year end. Municipalities must file this return by September 30th of each year to avoid withholding of funding from the province. Other reports are required by a variety of other pieces of legislation, agreements with other governments and grants. In particular, municipalities must report on how it uses its Federal Gas Tax funds each year.

The Township auditor completes the FIR. However, we noted that it does not conform to the segmented disclosures and was filed late in 2018.

KEY FINDINGS – FINANCE

- Weak controls in some areas– no segregation of duties, policies and procedures do not exist, lack of training
 - No centralized accounts receivable or collection processes
 - Building permits, burn permits, dog tags are done manually etc.
 - Departments do not have proper controls or policies with respect the finance:
 - BOOKING transactions were entered manually in GP when received
 - Booking is not fully implemented
 - No Integration between POS and financial systems
 - No pay before you play policies
 - No policies over outsourcing
 - No policies on subsidies rebates
 - No policies over refunds, voids or changes to transactions
 - Staff have incompatible duties in system access and processes
 - Paper based processes and documentation
 - “manual systems” for cash and receipts
 - Recreation cash handing procedures not integrated
 - No subsidy policy for “free” recreation services
 - Prepaid revenues not recognized in accordance with GAAP
 - Invoices are sent to the Township by variety of means
 - AP and AR reconciliations at year end only
 - Purchase orders are not utilized
 - Procurement Policy requires a review – may not meet trade agreements
 - Bids and Tenders is not used to manage procurement processes and advertising.
 - No Inventory policies
 - Fuel “system” Salt, Sand and Parts are paper based
 - Garbage tag inventory was used for purchasing and revenues
 - Financial systems (GP) not properly set up for permits
 - Payroll processes are not integrated with work orders – duplication with spreadsheets - Risk of errors
 - Professional payroll expertise is not available – taxable benefit review needed.
 - Bank reconciliation is manual – GP can auto-reconcile with bank downloaded information.
 - Payment options are limited.
-

PROTECTIVE SERVICES

FIRE & EMERGENCY SERVICES

SERVICE OVERVIEW

Fire Protection and Prevention Act 1997 outlines services as:

- Public fire safety education and fire prevention programs.
- Fire suppression services: On average, DD responds to 528 incidents per year which equates to 1.4 per day with 110 days of staff time (Table 7). The number of responses has increased from 307 in 2015 to 443 in 2019.
- Inspections to enforce the Fire Code.

DD Fire Service:

- 4 stations
- 15 volunteers at each of the four stations
- Automatic Aid Agreement with Selwyn

Chief Supports Emergency Planning responsible for the Emergency Plan with the assistance of the Community Emergency Control Group.

Fire Prevention and Public Education services including inspections upon complaint or request to ensure buildings meet the provision of the Ontario Fire Code for the safety of residents and visitors.

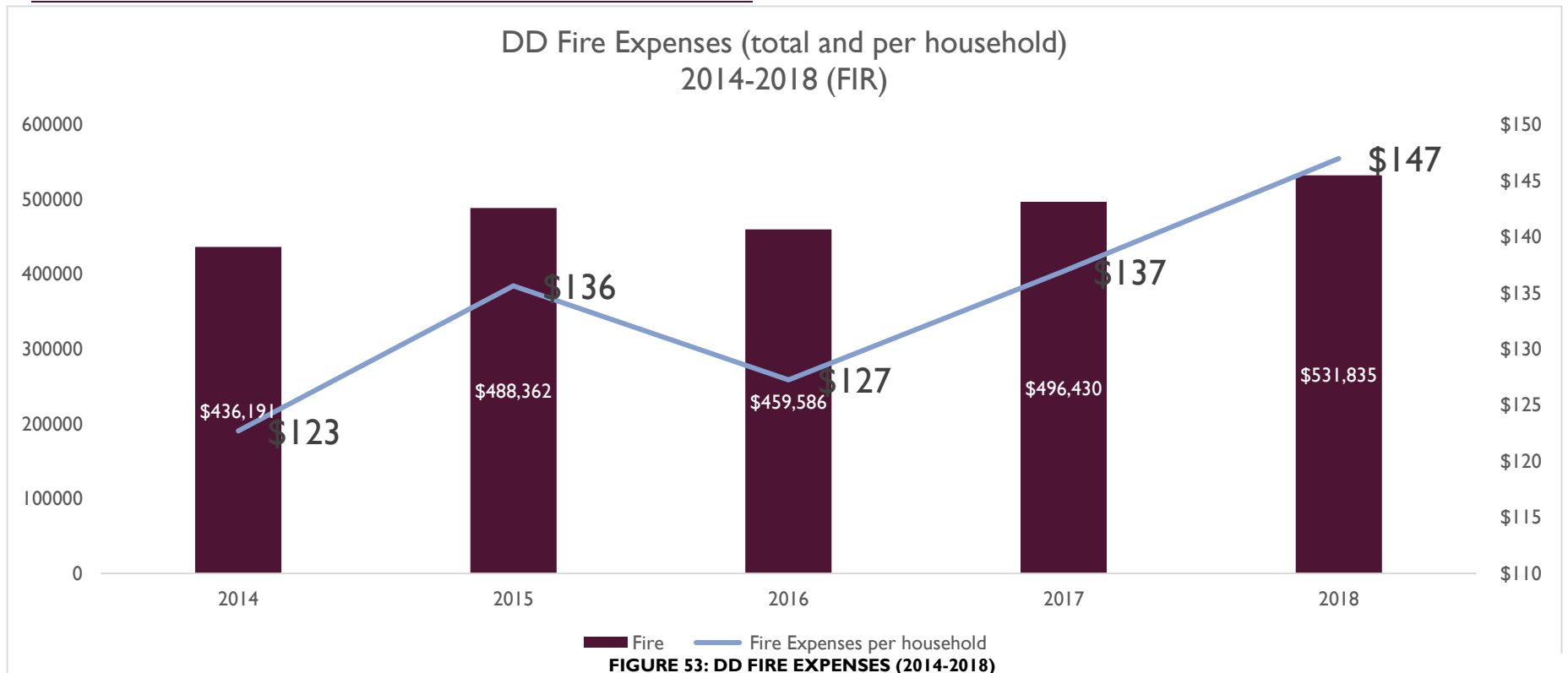


FIGURE 53: DD FIRE EXPENSES (2014-2018)

- New construction plans review.
- Public education sessions to help residents
- Better understand the dangers of fire and the need for fire prevention in everyday life.
- Training for all firefighters to meet the NFPA standard for firefighters as well as training for specialized courses.
- Emergency Management Program administration to ensure Township is ready to respond to a wide variety of emergencies.

Fire Prevention

Fire and life safety inspections are conducted upon complaint or request. Plans review for new construction is conducted, as well as pre-incident planning for emergency response. Code compliance, enforcement and pre-planning activities significantly reduce the negative impact of fire incidents

including life safety concerns and fire loss. **DD fire undertook 44 fire prevention sessions over 5 years for a total of 143.25 session hours and 530.75 staff hours. The primary focus was smoke/CO inspections and Fire Prevention Week seminars.**

KEY FINDINGS – FIRE SERVICES

- Burn permits process is manual – online permitting being implemented in 2020
- Fire Master Plan is old 2001– does not meet current needs
- Facility challenges – trucks do not fit in current space
- Additional regionalization possible
- Increased training = increased costs

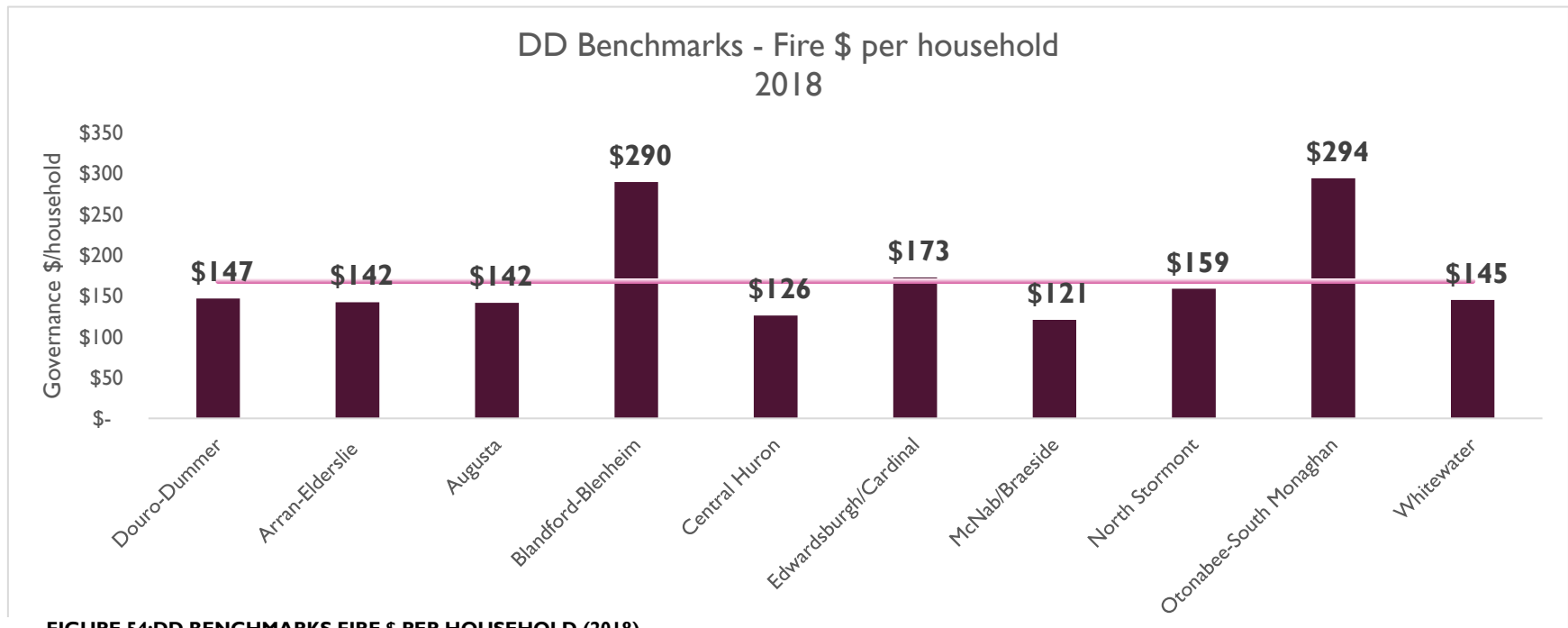


FIGURE 54:DD BENCHMARKS FIRE \$ PER HOUSEHOLD (2018)

TABLE 7: DD FIRE RESPONSE TOTALS BY TYPE (2015-2019) FROM TOWNSHIP

Response Type	# of incidents	Incident Total Minutes	Staff Total minutes
Fire	160	31,014	206,004
NO LOSS OUTDOOR fire	123	14,323	80,962
Overpressure Rupture (no fire, e.g. steam boilers, hot water)	2	78	408
Overheat (no fire, e.g. engines, mechanical devices)	16	1,491	8,073
Pot on Stove (no fire)	9	433	2,670
Open air burning/unauthorized controlled burning (no uncontrolled fire)	35	1,271	5,598
Other pre fire conditions (no fire)	20	1,393	8,120
Alarm System Equipment -	182	7884	31,518
Human - Malicious intent, prank	1	38	304
Human - Perceived	27	1,078	4,380
Human - Accidental (alarm accidentally activated by person)	37	1,314	4,589
Authorized controlled burning - complaint	21	1,069	4,520
CO false alarm - perceived emergency (no CO present)	18	858	3,380
CO false alarm - equipment malfunction (no CO present)	30	1,319	4,763
Other False Fire Call	11	773	2,688
Gas Leak - Natural Gas	8	757	4,696
Gas Leak - Propane	3	207	1,228
Spill - Gasoline or Fuel	1	41	320
Ruptured Water, Steam Pipe	5	146	328
Power Lines Down, Arcing	42	4,327	20,261
CO incident, CO present (exc false alarms)	17	1,355	6,557
Public Hazard no action required	1	53	139
Public Hazard call false alarm	1	52	413
Other Public Hazard	2	82	535
Confined space rescue (non fire)	3	125	1,194
Animal rescue	1	50	200
Vehicle Extrication	11	1,071	5,691
Vehicle Collision	275	17,612	97,417
Home/Residential Accident	1	31	186

Response Type	# of incidents	Incident Total Minutes	Staff Total minutes
Persons Trapped in Elevator	1	74	518
Water Rescue	13	856	3,512
Water Ice Rescue	2	209	1,368
Other Rescue	5	711	3,221
Rescue no action required	8	314	1,621
Rescue false alarm	3	166	884
Oxygen administered	16	636	2,654
CPR administered	4	168	540
Defibrillator used	3	181	835
Asphyxia, Respiratory Condition	281	9,554	40,571
Seizure	35	1,148	4,725
Chest pains or suspected heart attack	202	6,877	27,888
Burns	1	33	132
Medical Aid Not Required on Arrival	1	12	36
Vital signs absent, DOA	43	2,111	11,234
Alcohol or drug related	9	324	1,618
Accident or illness related - cuts, fractures, person fainted, etc.	95	4,013	19,228
Other Medical/Resuscitator Call	295	11,965	45,597
Medical/resuscitator call false alarm	4	73	425
Assisting Other FD: Mutual aid	41	4,277	25,206
Assisting Other FD: automatic aid	160	7,962	40,970
Assisting Other FD: Other	6	684	1,959
Assistance to Police (exc 922 and 922)	5	2,425	16,690
Illegal grow operation (no fire)	3	115	479
Assistance to Other Agencies	5	211	1,022
Other Public Service	37	2,899	11,228
Call cancelled on route	256	6,272	14,565
Incident not found	10	268	2,006
Assistance not required by other agency	1	4	4
Other Response	31	892	3042
Total	2,639	155,679	790,920
Average per year	528	31,136	158,184

BUILDING & BYLAW SERVICES

SERVICE OVERVIEW

Building services include provide plans review and building inspections for the enforcement of the Ontario Building Code. The Chief Building Official is appointed to exercise powers and perform duties under the Building Code Act, which include charging fees, issuing permits, performing inspections and issuing orders for illegal construction. The Building Code Act allows municipalities to impose fees through by-law for the cost of providing building code enforcement activities.

Building Inspection is required by legislation - Building Code Act. Service level is at standard and determined by the Building Code Act and associated regulations. The DD Sustainable Development Program was developed to promote the reduction in greenhouse gas (GHG) emissions in building

processes through rebates. The first 50 applicants beginning March 1, 2020 will be considered. This is quite unique and is commendable that the Township is participating in this program.

There has been a 44% increase in the number of building permits issued since 2015 with values increasing by over \$10 million (77%) indicating that there is some significant growth in the Township. Overall, the building department is more than covering its costs (Figure 57) and able to add to reserves. To add to the challenge, there are 691 open permits, of which 149 are over 10 years old. This represents a liability of work for the Township. The CBO has been working diligently to eliminate this backlog but I will take some time to clear up. There is also a risk that if building permits increase, that targets for timelines will not be met. Therefore, it is imperative that time spent be tracked and service standards be reported.

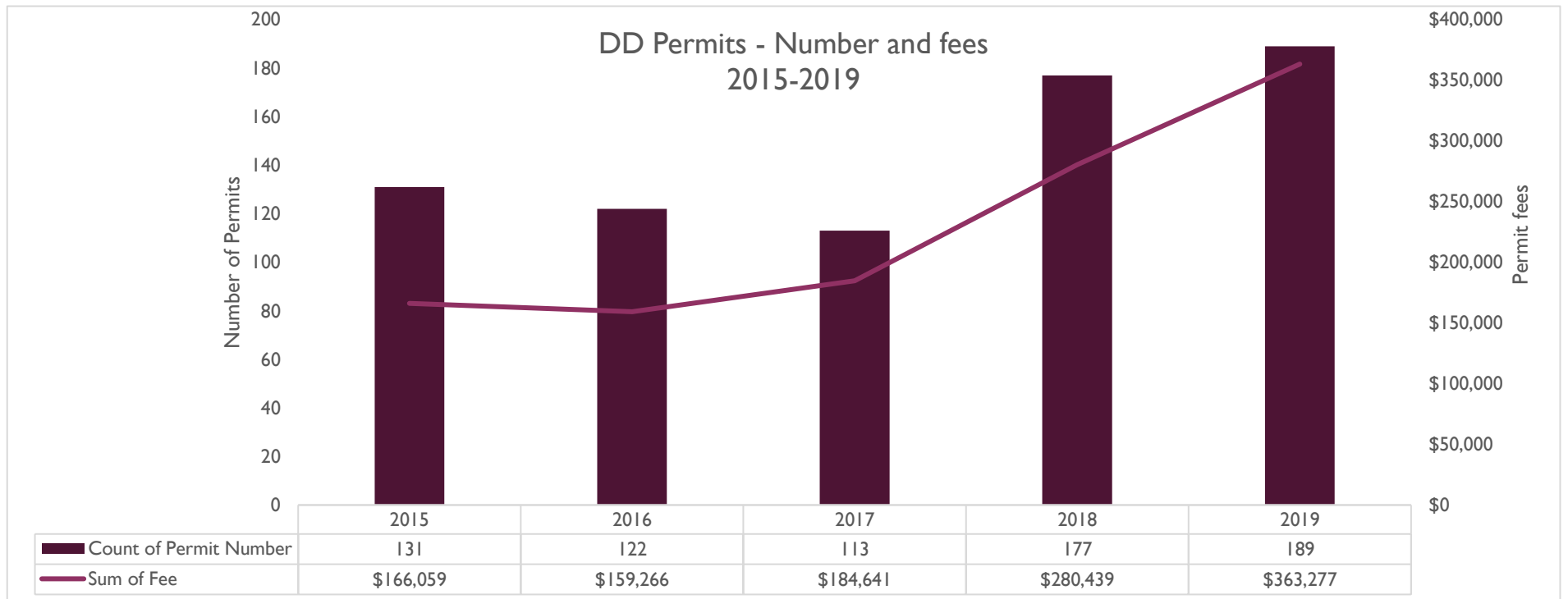


FIGURE 55: BUILDING PERMITS - NUMBER AND FEES 2015-2019 – SOURCE DD BUILDING DEPARTMENT

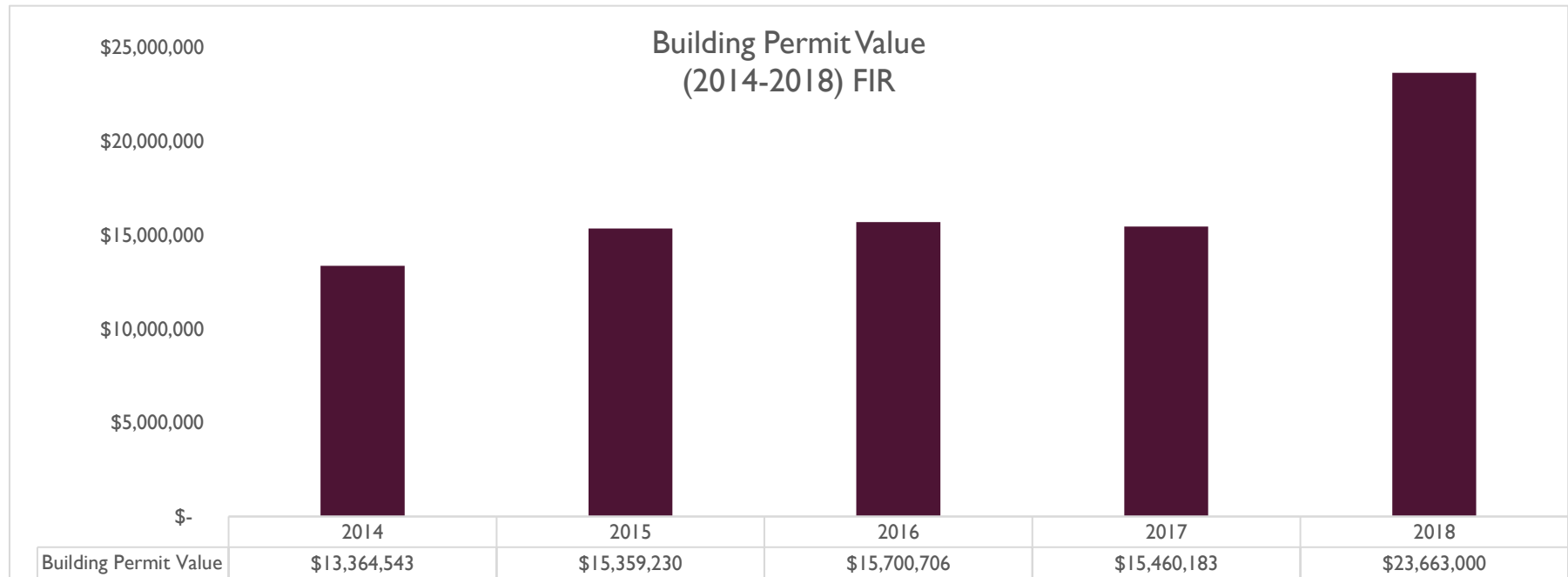


FIGURE 56: DD BUILDING PERMIT VALUES (2014-2018) FIR

By-law Enforcement

By-laws and regulations are in place to encourage residents and businesses to be responsible and respectful of their neighbours and contribute to the health, safety and vibrancy of our community.

The Township has the authority to enact a broad range of municipal by-laws pursuant to the Municipal Act, 2001 and the Building Code Act, 1992. Ensuring that there is compliance with these by-laws through the provision of a by-law enforcement service is essential in order for these by-laws to achieve the desired outcomes. By-law enforcement also ensures that licensing regulations and standards are upheld. Lastly, the processes for enforcement of the Township’s by-

laws are governed by the provisions of the Provincial Offences Act and the Municipal Act, 2001.

In DD, bylaw services are managed by the building department as well. Being a rural municipality, property standards complaints are the most common (Bylaw 1999-78). Other complaints arise from parking, noise and animal control. Other than the complaints reported in Figure 47, no time or details are tracked for bylaw infractions.

Technology and Equipment

As explained in the prior section, the Township utilizes its own system to accept building permit applications. This is not really a tracking system as it is not mandatory for applicants to

use this system nor do the staff enter all building permits applications in ddpermits. However, we understand has changed recently. GP is used to capture the permits and fees but it is not the source of the calculations for the fees. These are done on a manually outside both systems. The systems do not integrate and the ddpermits.ca cannot accept payments although provisions have been made once approved by Finance. Documents are stored in a shared drive. The processes are still essentially paper based. DDpermits was created to allow for online applications but it is not integrated with GP for MPAC purposes nor does it allow for document flow or updates for the client. We also noted that documented processes are not comprehensive and staff indicated that the published information is not in plain language.

KEY FINDINGS – BUILDING AND BYLAW

- Systems are not used to track timelines or time spent.
- Applications online are a document repository.
- Systems and payment options are not integrated.
- New online building permit systems are available and integrations have been built for GIS, MPAC and GP which allow for online, real time plans markup and updates for clients. While some of these are expensive, there are lower cost options that have been recently released such as PSD.
- Lack of integration between systems results in duplication (Building permits entered in online system then in GP).
- Fees are covering building costs.

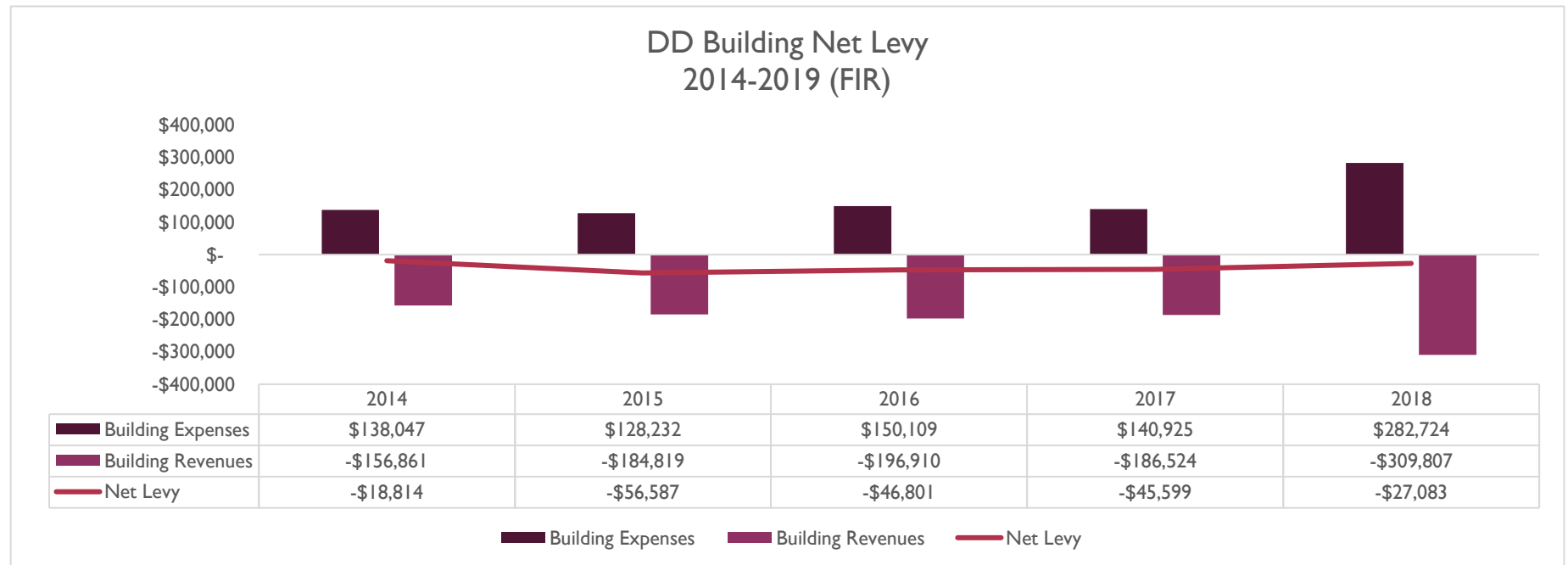


FIGURE 57:DD BUILDING NET LEVY (2014-2019) FIR

FACILITY MANAGEMENT

Property Management

Each department is responsible for the operation, control, and oversight of real properties owned and operated by the Township or utilized in the delivery of services to the public. Township hall is the responsibility of the CAO and to some extent the CBO. There is a need to rationalize the space in that building including the basement which is currently storage and a records management challenge. Monthly inspections are completed at each building and retained at the workplace.

The Douro and Warsaw Community Centres, parks and parks building are the responsibility of the Manager of Recreation Facilities and the Assistant to the Manager. The Fire Chief is responsible for the four fire stations and the Public Works Manager is responsible for the PW Works Garage in Douro and Warsaw. In 2017, DD completed a comprehensive design and engineering process to renew, consolidate and centralize the Warsaw PW Works building with the Firehall. In 2019, DD engaged Greenview Environmental Management to assess the existing buildings for possible repurpose the Public Works buildings, fire halls as well as the library and the parks building. In that report, options were provided and estimates made as follows:

-
- New Public Works/Fire hall - \$5.93 million
 - Remediate existing buildings to meet code and space requirements - \$6.44 million
 - Build new building, remediate remaining buildings and expand library - \$7.31 million

- Build new building, remediate remaining buildings and new library - \$7.38 million
-

This study did not include a condition assessment of the community centres. However, it is clear that these building are aging. Douro CC was built in 1980 (40 years ago) which is approaching the typical useful life of an arena. Warsaw is not much newer at 1983 but believed to be in better condition.

KEY FINDINGS – FACILITIES MANAGEMENT

- Staff time not captured against maintenance of facilities.
 - Lack of project management capability. No one person responsible.
 - Health and safety issues at the PW Works Garage
 - No overall strategy for facilities.
 - Lack of capability/resources for ongoing facility management and condition assessment.
 - No mechanism to track work orders or service level agreements.
 - Complaints are not tracked for the buildings so it is unknown if there are service level issues.
 - Opportunities for additional rental space.
 - Township hall space
-

PUBLIC WORKS

SERVICE OVERVIEW

Providing access to the Township's roads is a mandatory public service that enables road users and pedestrians to travel to destinations to carry out their daily activities. Some aspects of this service are required by Provincial legislation. Maintaining the Township's roads includes Winter Control; Road Maintenance Support Services; and Summer Maintenance.

DD's Public Works Department is responsible for the following assets and services:

- 260 centre line kilometre road system
- 2 Bridges and 8 culverts with >3m span (a further 2 bridges are managed by the County)
- 2 work yards
- 4 small stormwater systems
- Halls Glen Transfer Station

The last several years have been challenging for PW due to the state of the gravel roads. This prompted DD's Mayor to form an Advisory Committee for Roads.

DD's organization and expenses per household and per kilometre are significantly lower than the benchmarks which may be part of the challenge with the state of gravel roads (Figure 58, Figure 59 and Figure 60)

- Roadways and sidewalks are maintained according to the Minimum Maintenance Standards (MMS) established by the Province.
- Required pursuant to Municipal Act, Highway Traffic Act, Accessibility for Ontarians with Disabilities Act.
- Right of Way Infrastructure Maintenance meets target levels, i.e. (MMS)

- Support is provided for services that support the daily operations related to maintenance within roadways.
- Provide additional services requested by Council.
- Maintain roadway assets to ensure they are in proper condition and to prolong their service life.

Fleet Maintenance

Mechanical maintenance of DD's fleet is outsourced but no specific contracts are in place or service level agreements. Recently, DD installed GPS in its vehicles. Detailed safety reports are done for each vehicle on paper forms and maintained at the PW Garage. Equipment rates for each piece of equipment and vehicle is determined each year a charged to the project/job as part of the timesheet/equipment log. Fuel management and inventory is managed through keys but the dip sheets are manual. These are then entered manually in the monthly GL fuel template which is then entered again in GP manually.

Grader operation and patrol spreadsheets are filled out by staff to identify the road and type of grading.

Roads Maintenance

- Maintenance
- Patching
- Asphalt Resurfacing (capital replacement)
- Sweeping & Flushing
- Shouldering
- Spring Sand Clean-Up
- Loose top Maintenance
- Sidewalk Maintenance

Each employee's time is logged on a spreadsheet with a tab for each person which identifies the work undertaken and the machine used as well as overtime. Salt and sand are allocated on a spreadsheet

Winter Control

Plans & delivers winter control services for the Township, including plowing/sanding and required removal on all roadways throughout the Township. DD has 6 routes, each of which has between 33 and 50 kilometres. For each plow route, staff enter that amount of salt/sand used and manually enter comments on the winter patrol route sheet. These are filed in binders at the PW Works Yard.

- Snow Plowing
- Snow Removal
- Sanding and Salting
- Sidewalk Maintenance

Asset Management

Public Works manages the majority of the assets of the Township that are required by O.Reg 588/17 to be included in the Asset Management Plan by 2021. The last Roads Needs Study was undertaken in 2017. This will require an update to ensure that the data is no more than 2 years old as required by the regulation. Following that, the Township needs to have a detailed understanding of the current state of the infrastructure, level of service and financing required to maintain the current state. As discussed in this report, dedicated resources will be needed to meet these requirements.

We noted that the Mayor's Advisory Committee raised issues concerning the gravel roads and solutions were being explored.

Edwards Pit

This project is quite unique.

It is 34.09 ha/84.2 acres is licensed total is 300 acres

- Currently licensed, Class A above water <69,000 t/yr
 - Hydrogeological report still required
 - Methane gas
 - Absorption a bit > spec
 - May only be suitable for Gran A and B.
- 7 acres purchased from Edwards in 2016 for new PW facility.
 - Feb 24, 2017 PW Report recommending proceeding with acquiring a quarry license.

The Township has been reviewing the aggregate of this resource for some time. Recently, Council received reports from two consultants which included a peer review. The next steps are being analyzed but it is clear that, if DD proceeds with this project, that it will need additional resources to help manage the Pit.



DD BENCHMARKS - Public Works Workforce

Workforce Population...FIR 2018

(DD has a lower workforce than the Average of Benchmarks = 11 FT, 4 PT and 5 Seasonal)

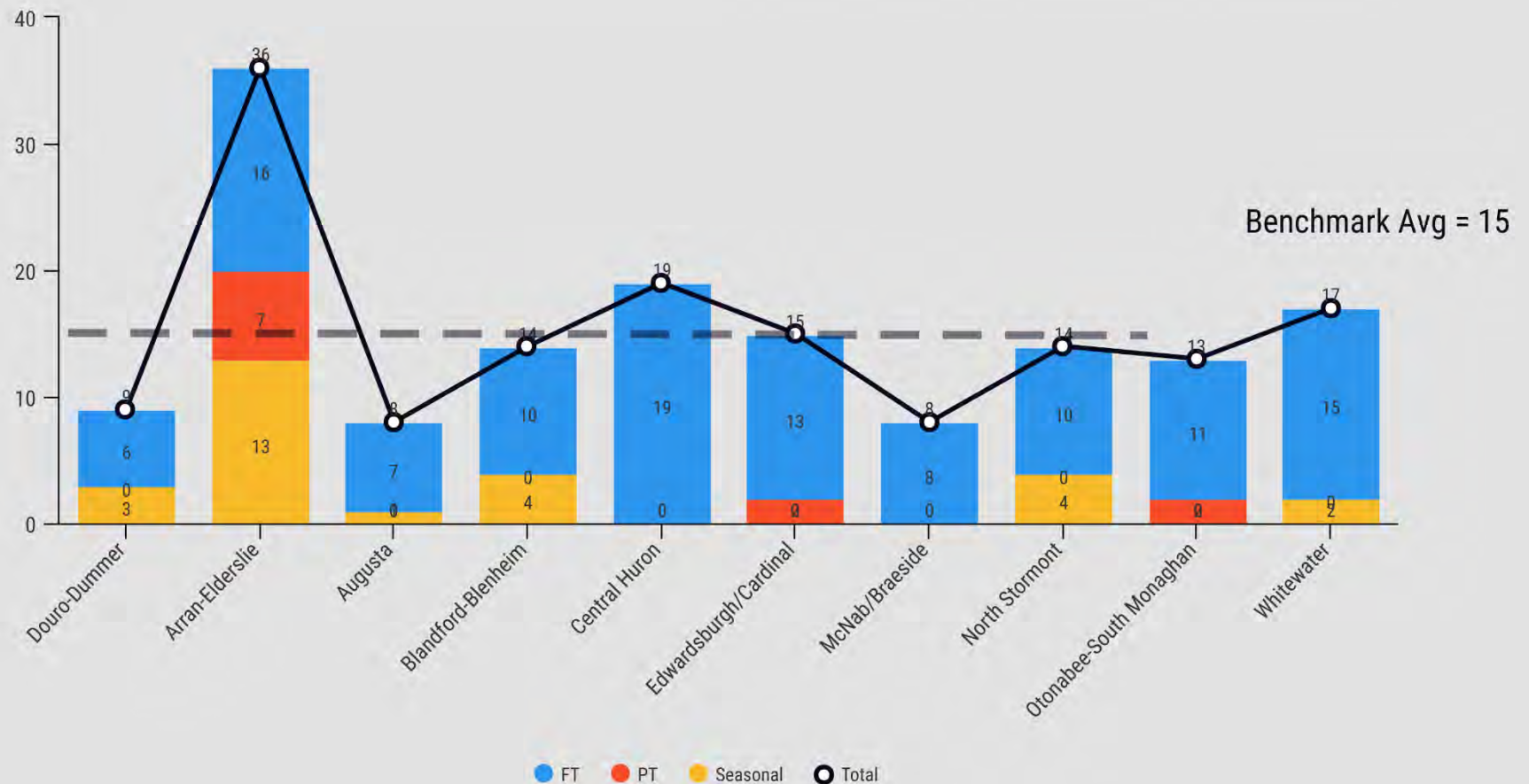


FIGURE 58:DD BENCHMARKS - PW WORKFORCE 2018 FIR



DD BENCHMARKS - Public Works Operating Expenses

Operating Costs per household...2018

(DD is below the benchmark average without Amortization of \$562 by 47%)

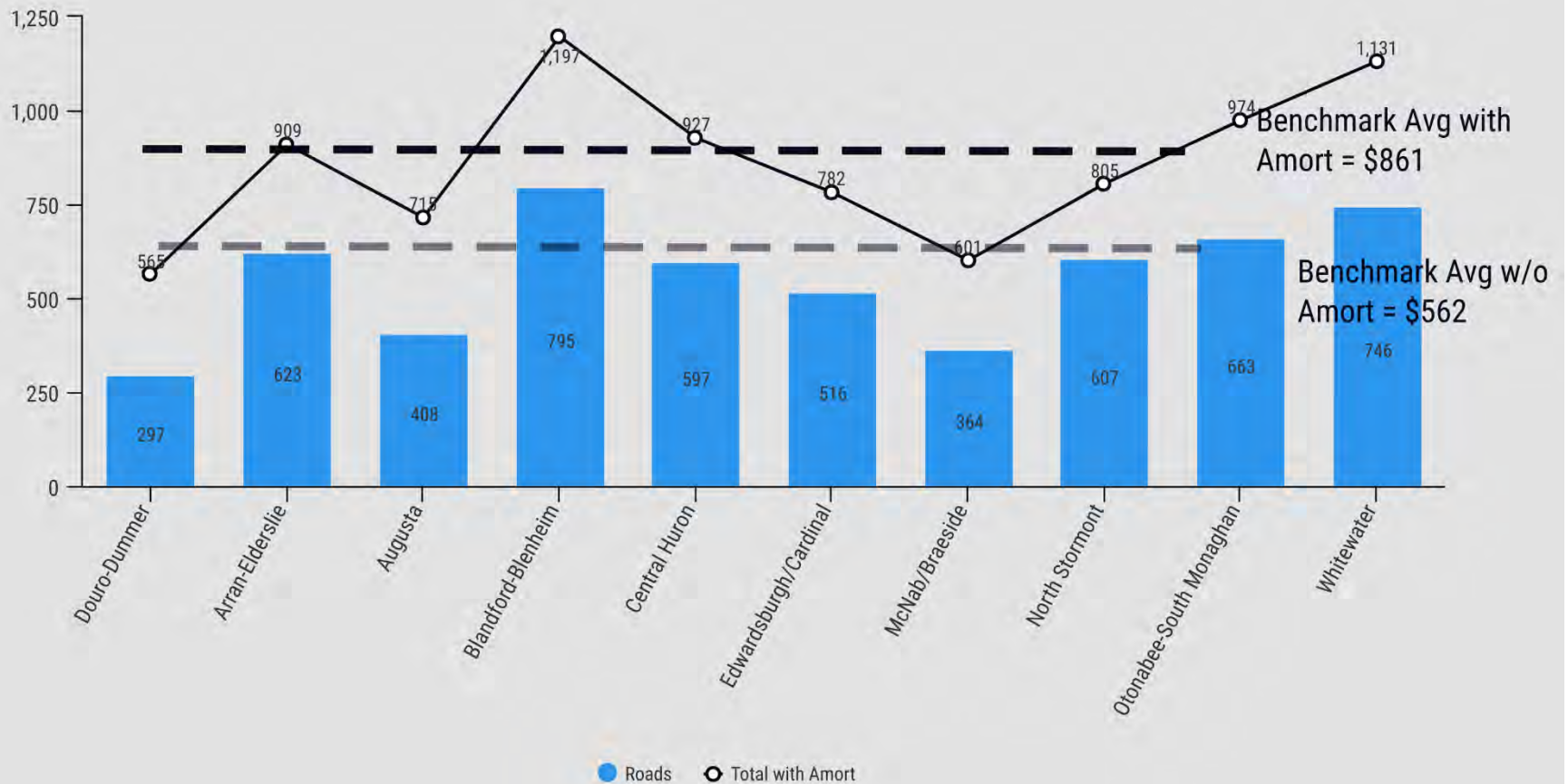


FIGURE 59:DD BENCHMARKS: PW OPERATING COSTS PER HOUSEHOLD



DD BENCHMARKS - PW Operating Expenses per km

Operating Costs per kilometre...2018

(DD is below the benchmark average without Amortization of \$3,120 by 32%)

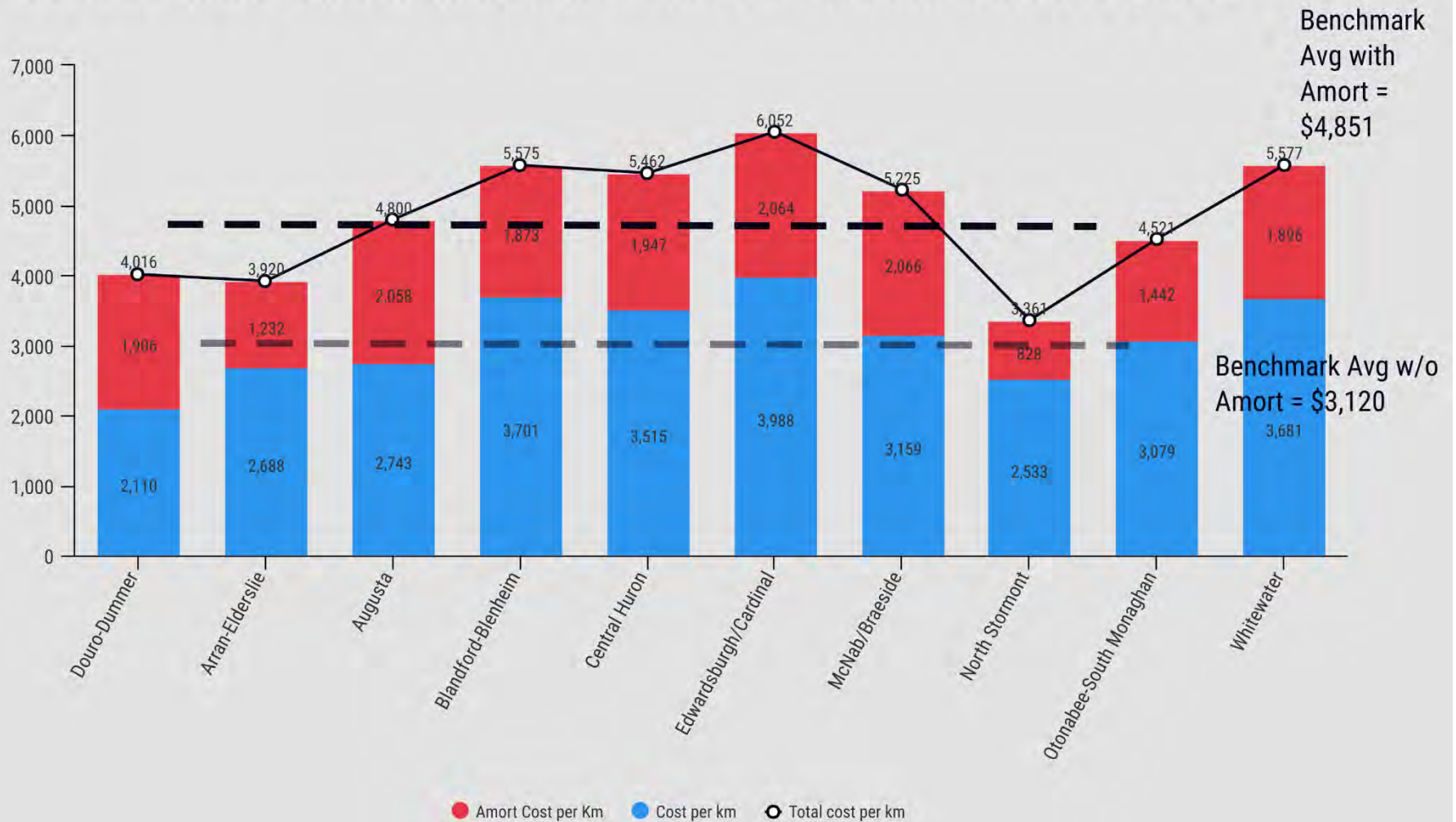


FIGURE 60: DD BENCHMARKS- PW OPERATING EXPENSES PER KM

KEY FINDINGS – PUBLIC WORKS

-
- IT usage is low.
 - Immediate action should be taken to finalize and implement the long-term plan for the Public Works Facilities.
 - There are significant Health and Safety issues with buildings that have been reported to Council. Council decisions have been deferred with no timeline or commitment to a decision. Inaction in this area can have a significant impact on the directors, management and staff of the corporation.
 - From the Greenview Mar 1, 2019 Draft Report on Municipal Building Evaluations the Warsaw Public Works Garage does not appear to meet the Building Code in a number of areas
 - There isn't a designated material storage facility
 - There did not appear to be an oil interceptor; the garage drain runs to an unknown location. The septic tank is presumed to be in poor condition.
 - Existing washroom is not barrier free compliant
 - Existing washroom does not have exhaust ventilation
 - The building is not considered suitable for its intended use due to the absence of mechanical ventilation
 - The existing equipment does not fit in the garage
 - From the Mar 1, 2019 Draft Report on Municipal Building Evaluations the Douro Public Works Depot
 - HVAC is in Fair to Poor condition
 - East addition heating was minimal
 - No Exhaust Ventilation in the washroom
 - No designated storage facility
 - No Oil interceptor
 - Garage floor drains understood to be connected to the facilities septic system
 - Septic systems location may be a public health hazard to groundwater source wells
 - The oil furnace does not conform to OBC
 - Vehicles with equipment cannot fit in the garage
 - The PW gas tanks need to be replaced due to age. The insurer has given notice that the tanks will longer be insurable
 - There doesn't appear to be Level of Service documents other than T-11 minimum maintenance standards for winter maintenance. No corresponding policy for routine maintenance.
 - The PW department is engaged in some larger scale projects such as the introduction of a higher level of technology (MESH), the acquisition of the Edwards Pit, and the development of a new joint use facility for PW and Fire.
 - Council direction is required on the Edwards Pit and the Joint use facility (which relates to some of the Health and Safety Issues). These are significant efforts for the available staffing.
 - The PW staffing appears adequate to manage the routine tasks for a road system of this size and constitution.
 - Current business planning appears to be mostly undocumented.
 - Current business tracking, including regulatory requirements, is all on paper.
 - There currently is no Work Order system.
 - There currently is no Purchase Order system.
 - The 2017 Road Needs Study indicates that the road system is in excellent condition. This runs counter to

the anecdotal information with respect to complaints about the road system.

- There are 2 bridge structures on Township Roads that are managed by the County that are a major impediment to the Township's service delivery. The load posting is too low to drive over with a snow plow.
- Structure projects and Stormwater projects are funded through the roads budget.
- The anecdotal information with respect to the equipment rates would appear to indicate that the rates should sustain the PW fleet assets.
- Systems are not utilized to manage work – manual processes.
- Patrolling software outdated- manual spreadsheets.
- No mechanisms to submit complaints online.
- Complaints are tracked by paper and emails.
- SIGNIFICANT time spent tracking time, salting/sanding, fuel inventories.
- Contaminated Sites Liability not accrued – Asset Retirement Obligations loom.
- Training on equipment is lacking
- There does not appear to be a full business case analysis for the Edwards Pit
- There doesn't appear to be any information that relates the costs to develop and operate the pit to a cost per tonne in comparison to the costs for commercially available aggregates.
- The area has diverse and significant aggregate resources
- The thrust appears to be that the municipality believes that it has to have its own aggregate source, to some extent.
- The 25-year Public Works Fleet Plan should continue to be updated on an annual basis.

- The Public Works Equipment Rates appear adequate and should continue to be monitored for adjustment on an annual basis.
 - Asset Management Plan is not supported with resources – need to be updated for the core assets has to be developed for July 1, 2021 to be compliant with O.Reg 588/17.
 - A Design Criteria is minimal. Should address all aspects of municipal infrastructure should be developed and provided to prospective developers and utilized for the Township's own reconstruction projects.
-

RECREATION

SERVICE OVERVIEW

DD has the following services:

- Parks: 30+ acres of lawn to cut and maintain
- 5 km of trails to maintain
- Play structures maintenance
- Boat launches
- Revitalization projects
- Washroom maintenance
- Ice and Courts maintenance
- Facilities: 2 community centers (arenas), community halls, Rec Centre.
- Parks and Recreation has 2 full-time staff • 5 part-time winter staff • 3 part-time summer staff • Various catering and bartending staff • Access to administrative assistants shared with other departments.

In general, DD Recreation costs and net levy are under the benchmarks and its workforce is low compared to benchmarks (Figure 61, Figure 62, Figure 63). Recovery rate of 56% is the highest among the benchmarks (Figure 65). That being said, the utilization rates are low for the community centres (Figure 65). Challenges exist with part time/seasonal turnover due to requirements for training.

The key service is to provide fair and equitable access to ice surfaces, arena floors, meeting rooms, and community facilities and rental contracts. Providing reasonable rates for facility use. Many out of Township residents and groups utilize this facility and it is well known in the area. There are no specific fees for utilization by outside municipalities.

BOOKING facility booking software was implemented in 2012 but not online. The point of sale is used at the facilities only and staff at the Township office are not trained in this product.

Public facility booking is not available requiring staff to re-enter information multiple times. Accounts receivable and the customer data base are stand alone and not well managed. At the time of the report, there was over \$80,000 outstanding in Booking AR, some invoices dating back to 2012. There is currently no integration with the Township's financial system.

KEY FINDINGS – RECREATION

- BookKing is underutilized
- Accounts receivable are not well managed.
- Systems are not utilized to manage work or track time for events – manual processes
- No oversight of arena building at times
- Alcohol use issues at the CC's continue
- No Pay before your play policies
- Inventory not appropriately controlled
- No event packages (eg.weddings)
- Cleanliness issues at the CCs – no service levels
- No work order management.
- No dedicated administrative staff
- Management located at Township hall
- Potential rentable space with configuration
- Strategy required to build event programs and “spruce” up the CCs to attract more people
- Non-resident fees and other fees need to be review
- Too many “free” recreation/ice sessions
- Poorly formulated outsourced agreements Canteen, vending machine contracts need to be tendered
- Lack of advertising revenues
- Condition assessments and capital plans needed
- Organizational structure needs review to improve technical abilities and stability.



DD BENCHMARKS - Parks & Recreation Workforce

Workforce Population...FIR 2018

(DD has a lower workforce than the Average of Benchmarks = 4 FT, 7 PT and 11 Seasonal)

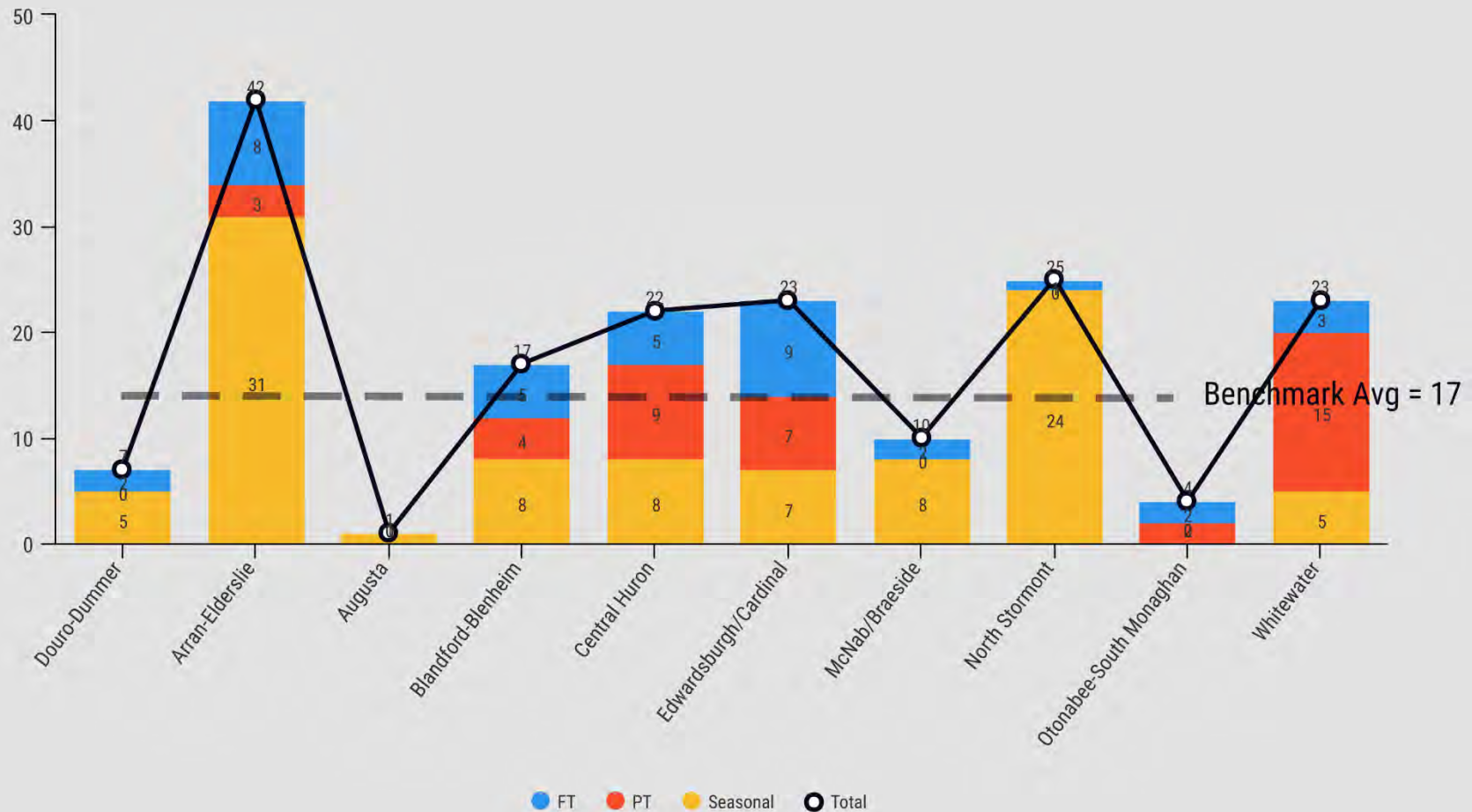


FIGURE 61:DD BENCHMARKS: RECREATION WORKFORCE 2018 FIR



DD BENCHMARKS - Parks & Recreation Operating Expenses

Operating Costs per household...2018

(DD is below the benchmark average of \$315 by 34%)
DD does not provide programming

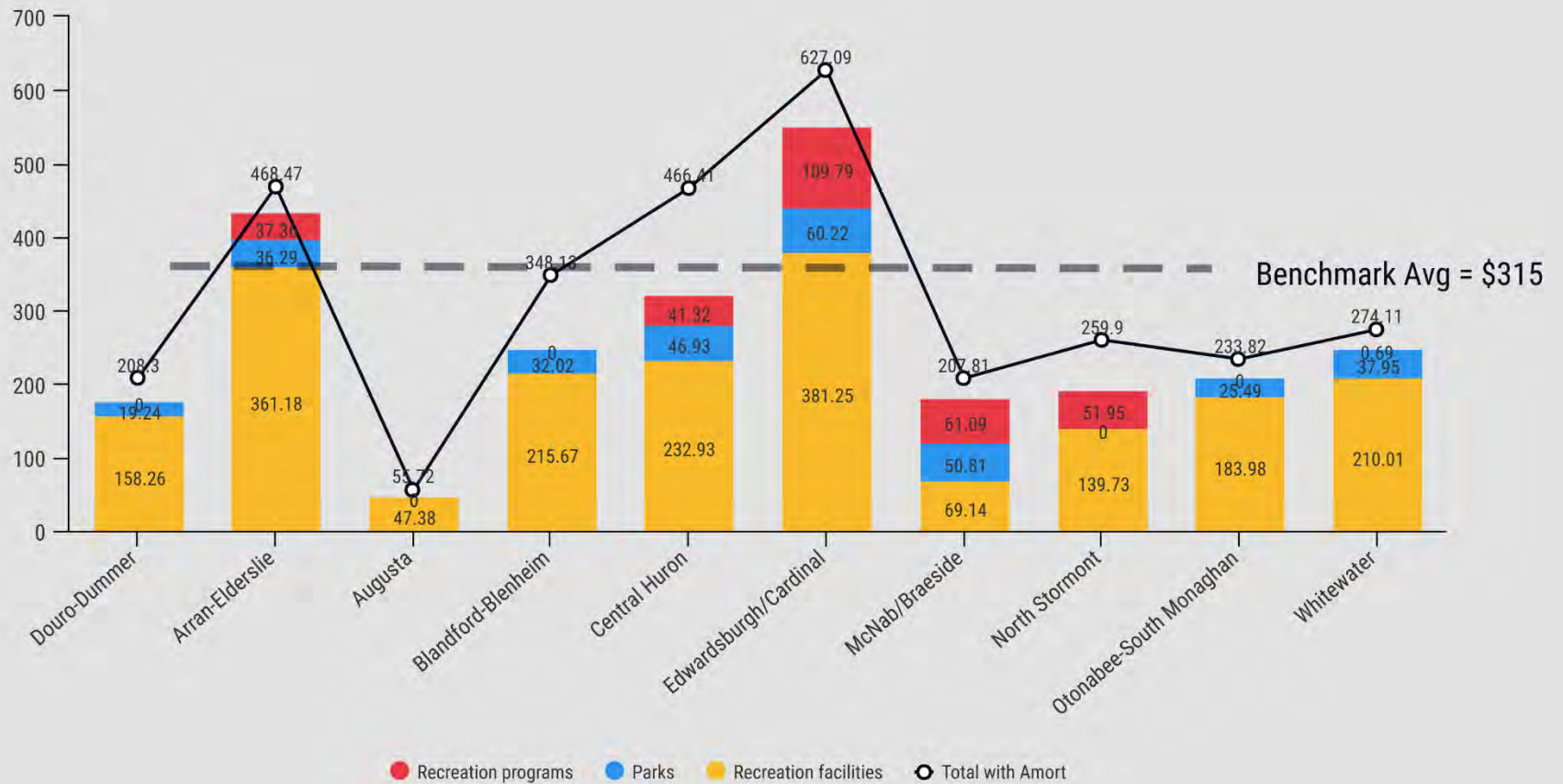


FIGURE 62:DD BENCHMARKS: RECREATION OPERATING EXPENSES PER HOUSEHOLD 2018 FIR



DD BENCHMARKS - Parks & Recreation Operating Revenues

Revenues per household...2018

(DD is slightly below the benchmark average of \$101 by 2%)

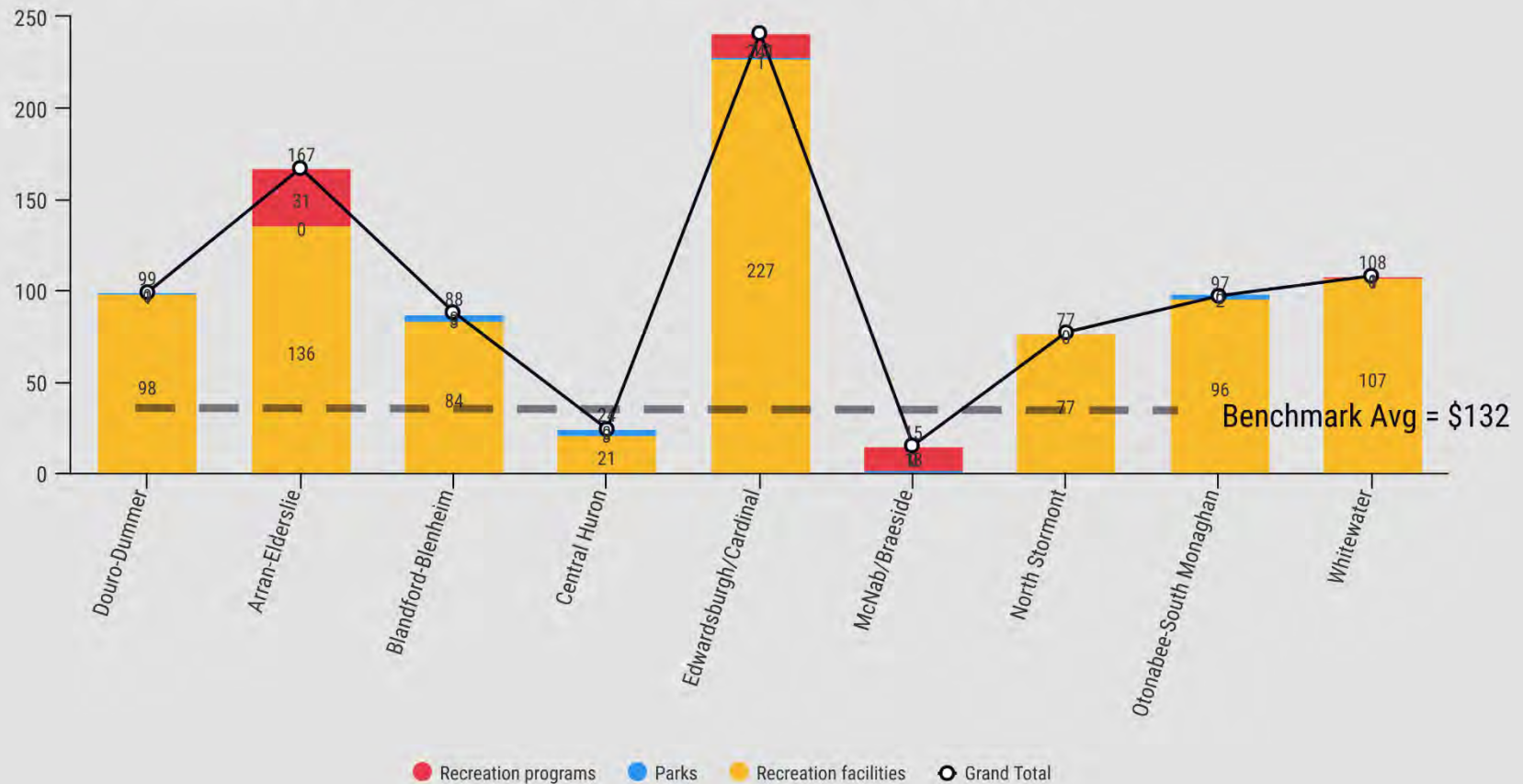


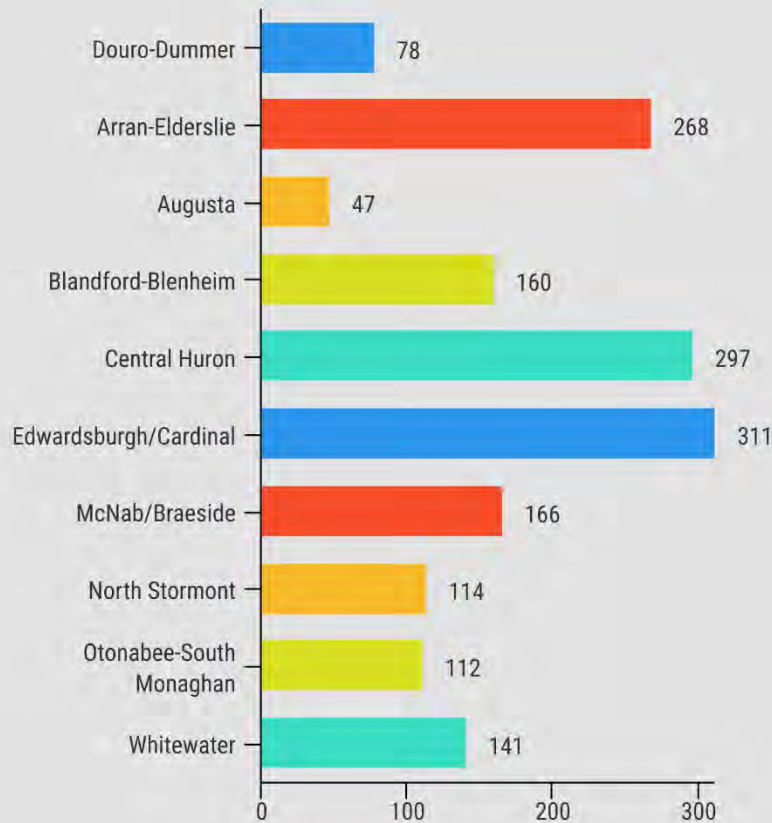
FIGURE 63:DD BENCHMARKS: RECREATION REVENUES PER HOUSEHOLD 2018 FIR



DD RESULTS- Parks & Recreation Recovery Rates

Net Levy per household...2018

(DD is below the benchmark average of \$169 by 54%)



Recovery Rate %...2018

(DD is above the benchmark average of 32%)

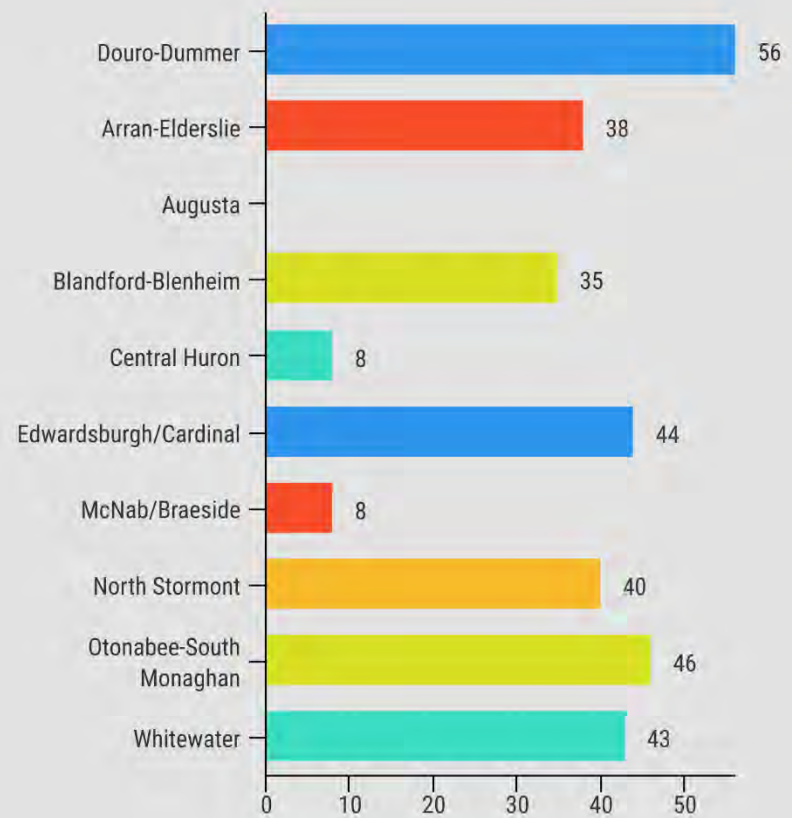


FIGURE 64:DD BENCHMARKS: RECREATION NET LEVY & RECOVERY RATES 2018 FIR

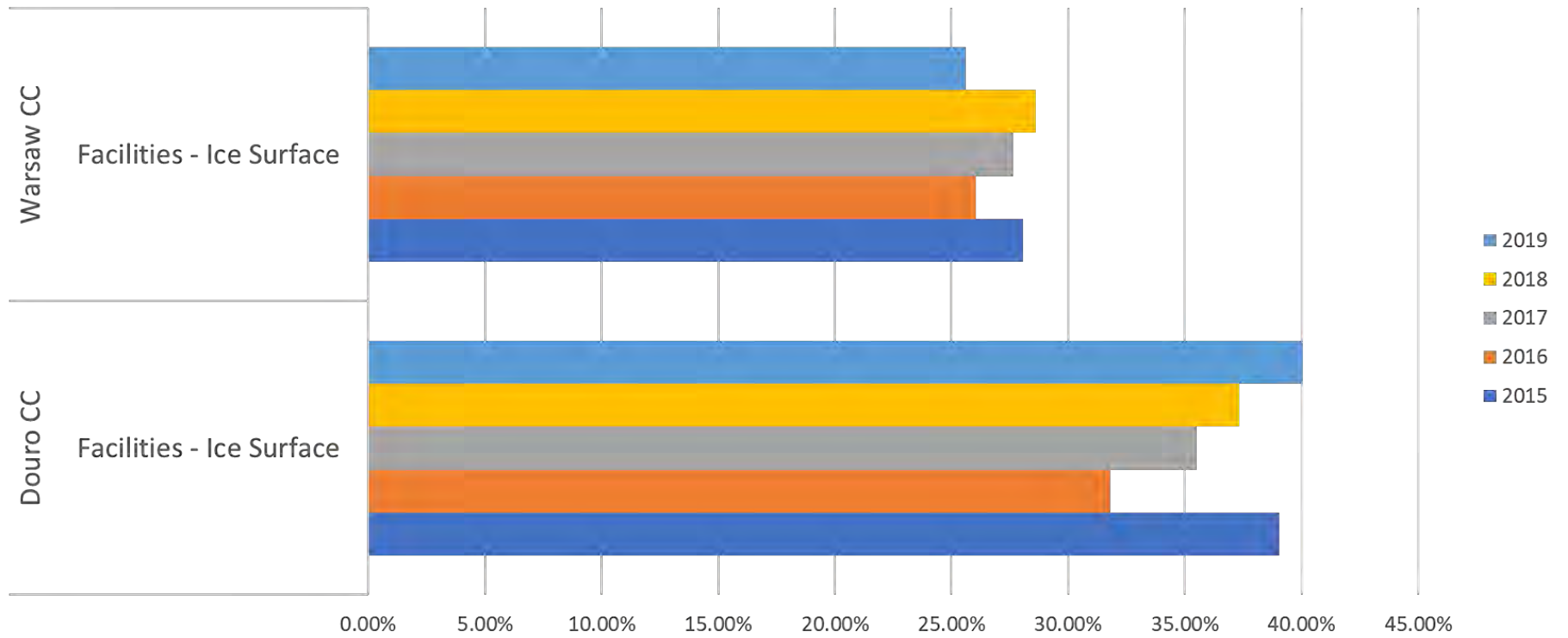


FIGURE 65: DD COMMUNITY CENTRE UTILIZATION RATES

APPENDIX A: SWOT ANALYSIS

SWOT analysis - SWOT stands for strengths, weaknesses, opportunities, and threats. A SWOT analysis identifies strengths and weaknesses within an organization, in this case, the Township, and outside opportunities and threats. The most important parts of a SWOT analysis specify **the actions that correspond to the elements that are identified.**

By using the results of the analysis to improve the situation of the Township, one can reduce the likelihood of developments that negatively affect the business while improving performance. The two most critical outcomes of a SWOT are as follows:

Improving Performance, Identifying Opportunities

The SWOT analysis provides the Township with actions that should be considered to improve the performance and new opportunities that could be explored. The analysis in this report pairs the internal strengths with the external opportunities. Taking advantage of an opportunity from a position of strength helps ensure the success of the corresponding venture.

Strengths: characteristics of the organization, or project team that give it an advantage over others

Weaknesses (or Limitations): are characteristics that place the team at a disadvantage relative to others

Opportunities: external chances to improve performance

Threats: external elements in the environment that could cause trouble for the municipality or project

Council and staff were in general agreement with strengths: Very customer oriented, low taxes and great community and volunteers. Proximity to the City provides for a great future.

Key weaknesses to work on included training, aging infrastructure, and outdated processes. Online/web-based services were also seen as a weakness and the number of resources to meet customer demands.

Opportunities for growth and shared services were common. All believed that there could be improved utilization of technology and work planning as well as communications. Shared services with other municipalities was viewed as an opportunity to address some resource issues but amalgamation was viewed as a threat by some.

It was agreed that political unrest, pandemics, cyber attacks and changes to directions/legislation are threats that will impact Township services. New residents have higher expectations than may be affordable. Health and safety issues were also raised. Sustainability of the roads network and community centres and a lack of funding support into the future were common threads.

Council and Staff

WEAKNESSES



- Processes/Technology
 - Communications
 - Planning
- Lack of Funding
- Aging Infrastructure

STRENGTHS



- Low Taxes/Debt
- Dedicated Staff
- Environment
- Community
- Location



THREATS



- Pandemic
 - Political Change
- Staffing Turnover/Shortages
 - Funding
- New Resident Expectations
 - Cyber

OPPORTUNITIES



- Shared Services/EORN
- Communication Strategy
 - Technology
 - Master Planning
- Community Centres
 - Growth

SWOT Analysis - Council

S

- ✓ Not in debt like other municipalities
- ✓ Low Tax Rates
- ✓ Good past financial management
- ✓ Contain costs
- ✓ Dedicated council & long-serving employees
- ✓ Good local knowledge
- ✓ Invests in training: Council/Administration
- ✓ Others want to work with DD (amalgamate)
- ✓ Great Tourism opportunities- unique attractions
- ✓ Terrific Natural environment - Lakes/Parks
- ✓ 2 Elementary Schools
- ✓ Respect for the history of the area
- ✓ Strong Sense of Community –supportive Small Town/Close Knit focus with strong rural roots
- ✓ Seen as area leaders (sustainable bldgs/fire)
- ✓ Good access to Province and Federal Government
- ✓ Garbage: clear bags - another first
- ✓ Range of physical assets
- ✓ Open/Receptive to feedback
- ✓ Communicates well with residents

W

- × Not changing with the times - "stuck on same old"
- × Require enhances staff recognition
- × Aging workforce will pose future issues
- × Opportunity for new ideas - likely from new sources
- × Reliance on outside contractors
- × Span of Control - Management Heavy?
- × Need for improvement in communications
- × Public say unaware of township meetings
- × Coffee shop chatter, dictates direction
- × Explore committee structure - budget
- × Procedural by-law review required
- × Services delivery review to determine duplication - examine core services and consider possible change and determine what services township should be in the business of delivering
- × Explore costs associated with community centre services
- × Opportunity to capture new efficiency

O

- ✓ Desire to explore greater opportunities
- ✓ Neighbouring municipalities and County
- ✓ Co-operative approach to create win-win
- ✓ Invest in more training
- ✓ Modernized business processes
- ✓ On-line training opportunities
- ✓ Enhance promotion to generate tourism
- ✓ Eco-tourism - sustainable lifestyle
- ✓ Pursue more upper-tier funding
- ✓ Explore CCs uses for aging population; programs/services
- ✓ Enhanced communications; social media
- ✓ Streaming of Council Meetings
- ✓ Advantages of "migration" from cities
- ✓ Revisit Official Plan to determine what if any changes required
- ✓ City growth pressures and potential for "annexation"
- ✓ Vigilance in providing essential vs. non essential services

T

- × Political unrest at other levels and countries + red tape
- × Shifting Provincial and Federal priorities
- × "FRUMP" Ford and Trump factors
- × Indigenous relations
- × Staffing Shortages - Retirements
- × Farmers - no succession plans - regulations
- × Unpredictability of climate change and financial impacts
- × Monitoring the environment + costs
- × Potential threat to property values
- × Unpredictable funding support
- × Increased health costs - provincial downloading
- × US dollar fluctuation (vehicles)
- × Cost to fund road infrastructure
- × Funding sustainable community centres
- × Requirements for certain studies adds costs
- × Legislative changes are costly
- × Cost of potential pandemic impact
- × Health Benefits - impact budget

SWOT Analysis - Staff

S

- ✓ Customer Orientated & Solution Focused
- ✓ Low Tax Rates
- ✓ Development of E-Permitting Solution
- ✓ Adaptative to legislative changes
- ✓ Good internal/external relationships
- ✓ Depth of knowledge & supportive
- ✓ Learning organization, flexible & adaptable
- ✓ Friendly and Caring
- ✓ Records Management is good
- ✓ Election 2018 - internet and telephone
- ✓ Financial systems are current
- ✓ Work well with county and neighbouring municipalities
- ✓ Good relationships with Vendors/Suppliers
- ✓ Great Volunteers & strong support for Community
- ✓ Waterfront properties are asset
- ✓ Great natural environment
- ✓ Abundant green space and water
- ✓ "GREEN" Natural environment
- ✓ Proximity to facilities (hospital)

W

- × Financial systems awareness
- × Need robust "on-boarding" process
- × Training: Health & Safety training, new equipment, refreshers, cross training
- × Lack of "SOP's"
- × IT outsourced/issues/cybersecurity
- × Lack of payment systems/EFT support for invoices, building permit etc.
- × Need for succession planning
- × Lack of money & staffing resources
- × Lack of time to focus on innovation
- × Office layout impedes workflow
- × Council-Staff Relations/Protocols
- × Communications strategy & social media Website Redesign / Self-help guides
- × Challenge with multi-site services
- × Need for Strategic Plan /Direction
- × Council Micro-management
- × Clarification of Roles
- × Records management/retention by-law
- × Lack of process and policy documentation
- × Aging Infrastructure
- × Lack of commercial industrial growth

O

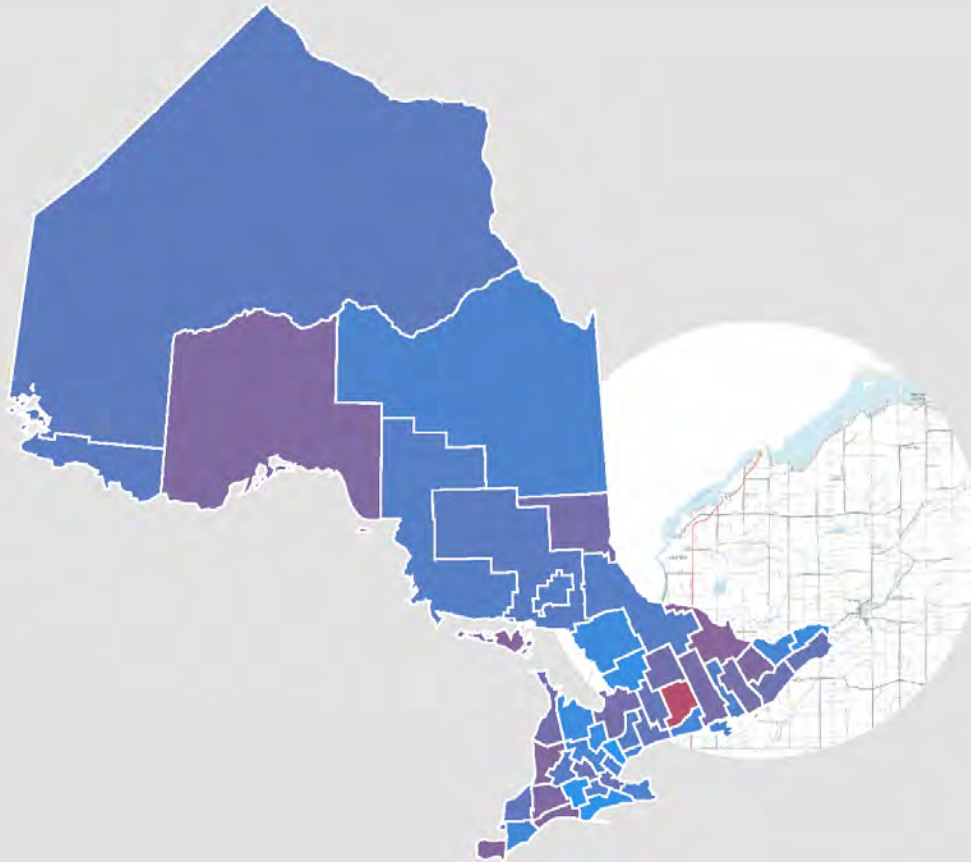
- ✓ Joint Procurement/Purchasing & Shared Services with County
- ✓ Invest in training
- ✓ Enhanced networking to explore new ideas
- ✓ Investigating new business practices
- ✓ Recruit Registered Planner
- ✓ Potential to sell off land for opportunity
- ✓ Expansion of Fibre Technology
- ✓ EORN - pursuit of new opportunity
- ✓ Enhance payment options for services
- ✓ Improved communications: social media
- ✓ Promotion: residents & tourists
- ✓ Help promote businesses & EC Dev
- ✓ Pursue additional grants/funding
- ✓ Address current state of services
- ✓ Infrastructure & Facility upgrades
- ✓ Public engagement
- ✓ Services; essential vs. non essential
- ✓ Improved technology
- ✓ On-boarding for new employees
- ✓ Fire Master Plan to help address future needs

T

- × Shifting priorities - Lack of clarity /vision
- × Corporate culture – Micro-Management
- × NIMBY approach
- × Change Management; pace/preserve/protect
- × Limited Resources/Pending Retirements
- × Morale/Reactive
- × Compensation not inline with counterparts
- × Increased land values impacting
- × Litigious society - creates pressures + costs
- × Fear of Debt/shifting priorities =+ costs
- × Staff/Council Relations
- × New residents - high expectations
- × Delivery of services /Public Demands
- × Limited growth
- × Environmental approval costs increasing
- × Pressure from increased costs -utilities
- × Feds and Province cut funding -impact
- × Lack of money, resources
- × Legislation & Limitations
- × Costs to meet regulatory requirements
- × Cyber Security
- × Health and Safety issues/costs
- × Aging equipment and infrastructure

APPENDIX B: DD BENCHMARKS

APPENDIX B: DD BENCHMARKS

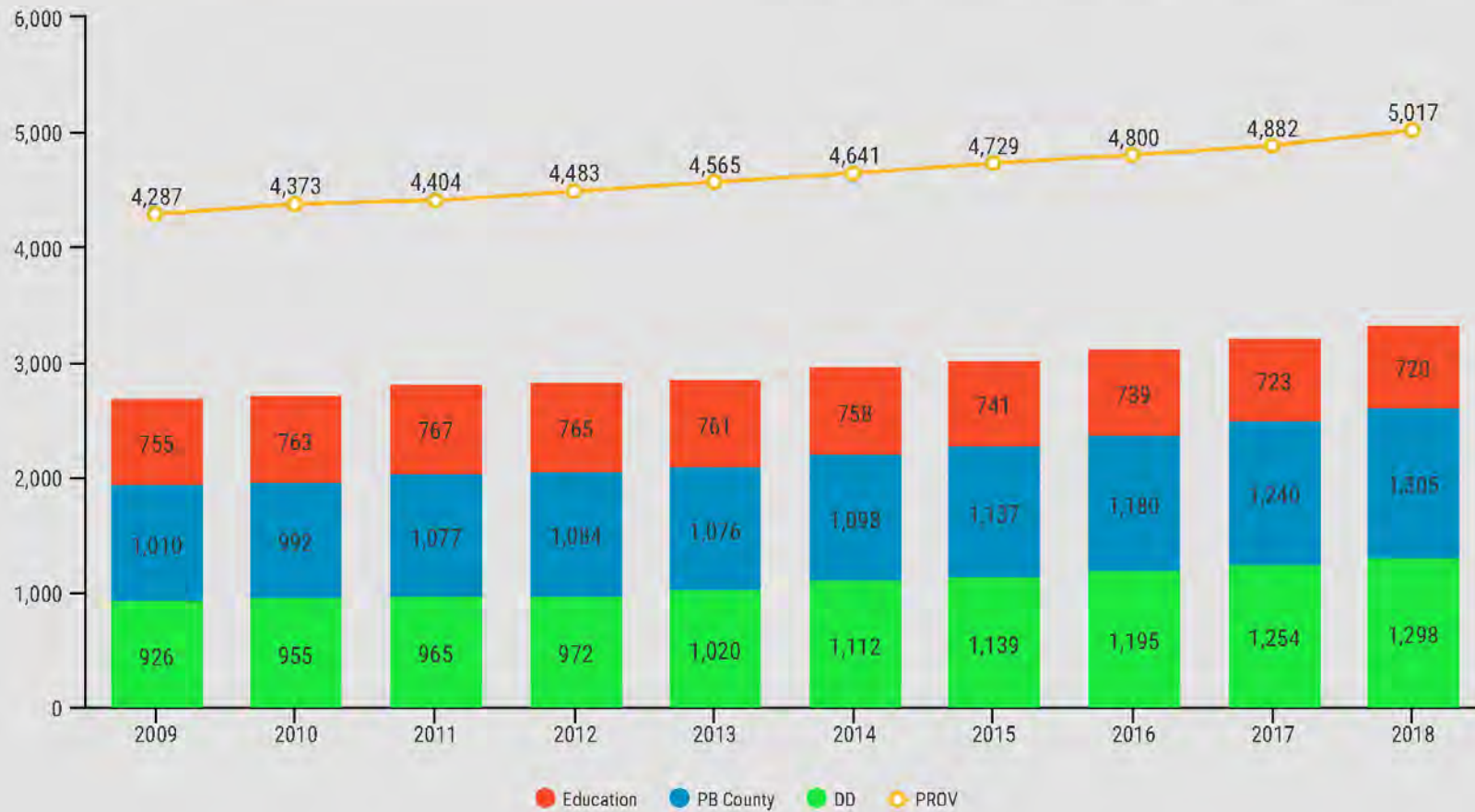




DD Results

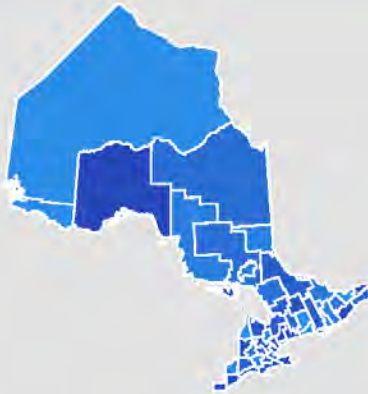
Municipal (Lower & Upper Tier) Taxes per household

(DD is 54% below provincial average of \$2,805 for lower tier taxes)





DD BENCHMARKS



Municipality	Households	County	Population (2016)	Population (2011)	Change	Population density (KM2)
Douro-Dummer (DD)	3619	Peterborough	6709	6805	-1.4%	14.62
Arran-Elderslie (AE)	3053	Bruce	6803	6810	-0.1%	14.79
Augusta (AG)	3130	Leeds and Grenville	7353	7430	-1.0%	23.34
Blandford - Blenheim (BB)	2817	Oxford	7399	7359	0.005	19.37
Central Huron (CH)	4270	Huron	7576	7586	-0.1%	16.84
Edwardsburgh Cardinal (EC)	3110	Leeds and Grenville	7093	6959	0.019	22.81
McNab-Braeside (NB)	3223	Renfrew	7178	7371	-2.6%	28.04
North Stormont (NS)	2906	Stormont, Dundas and Glengary	6873	6775	0.014	13.32
Otonabee-South Monaghan (OSM)	2591	Peterborough	6670	6581	0.014	19.22
Whitewater (WW)	3551	Renfrew	7009	6921	0.013	12.98

(DD is 54% below provincial average of \$2,841)

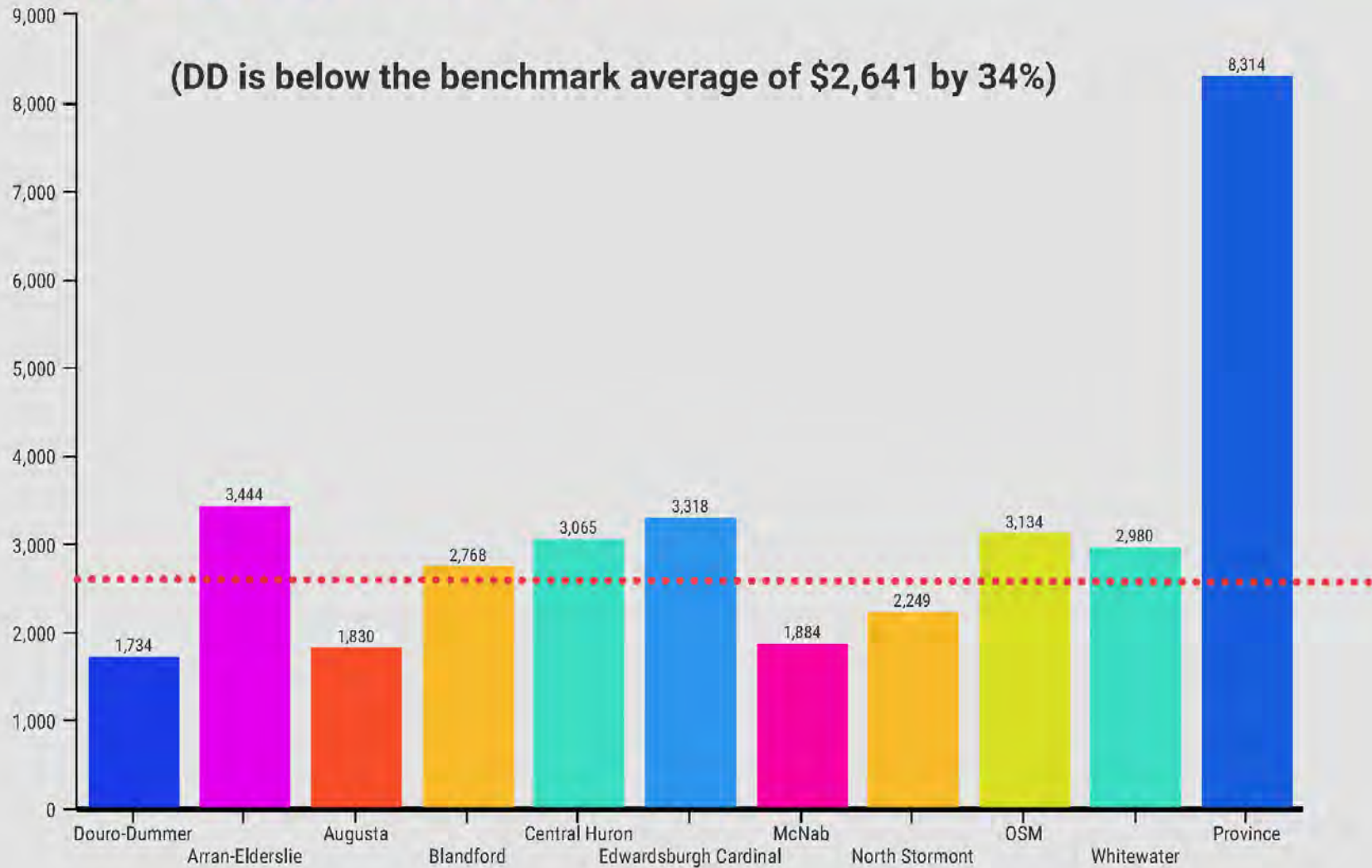
Comparing Lower Tier Taxes per household...2018





DD BENCHMARKS - Operating Expenses

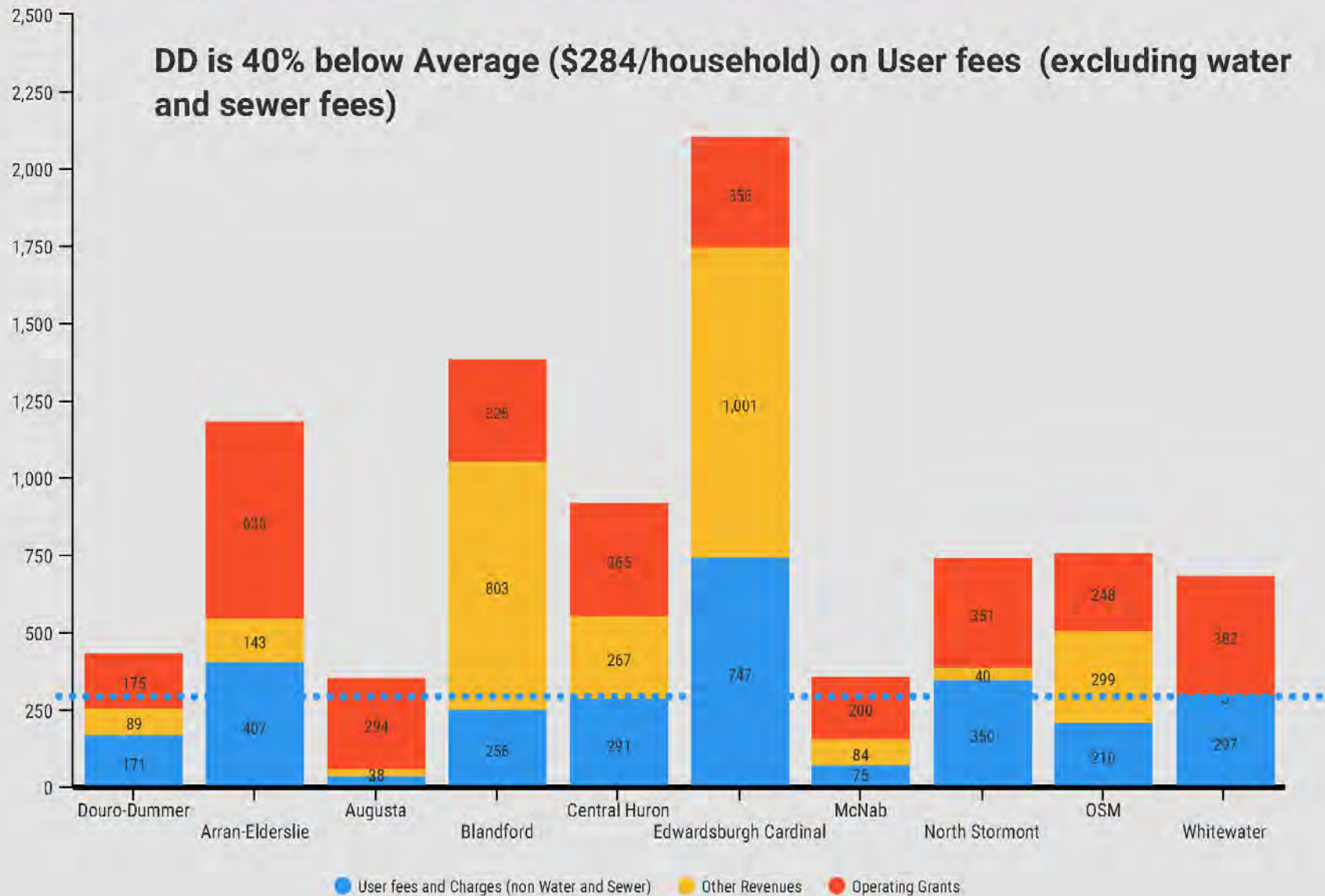
Operating Costs per household...2018





DD BENCHMARKS - Non Tax Revenues

Non Tax Revenues per household by Type...2018 (Excludes Water and wastewater fees)

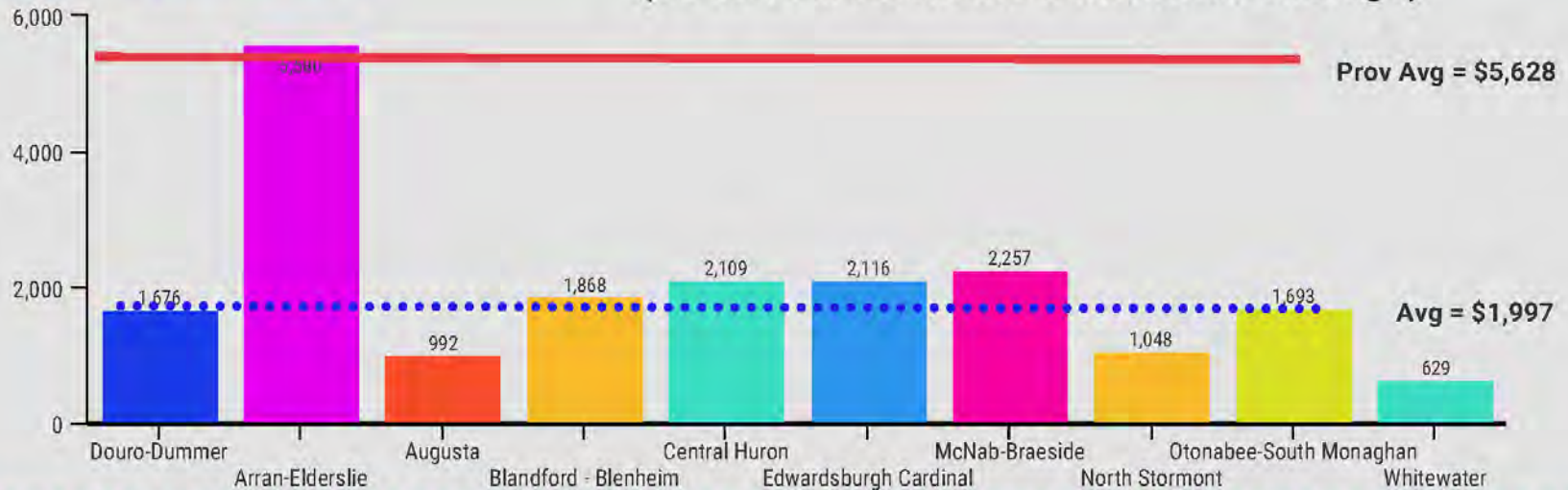




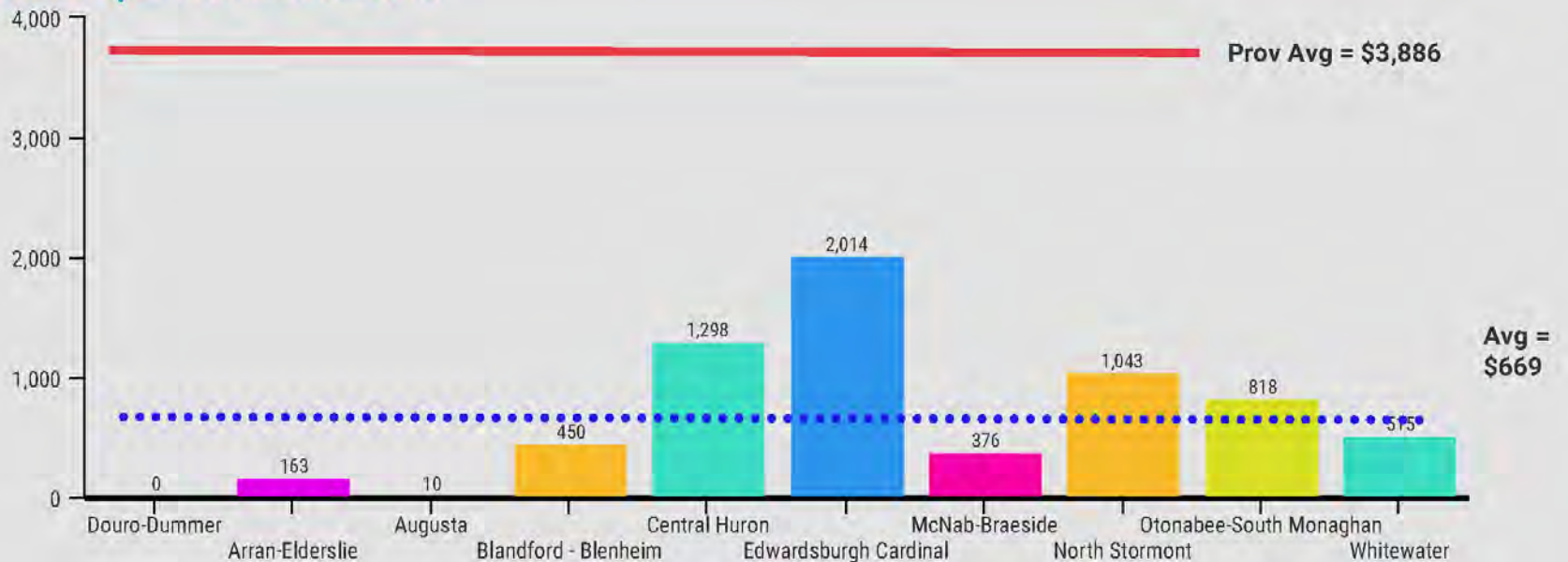
DD BENCHMARKS - Reserves and Debt

Reserves per household...2018

(DD is 16% below the benchmark average)



Debt Burden per household...2018

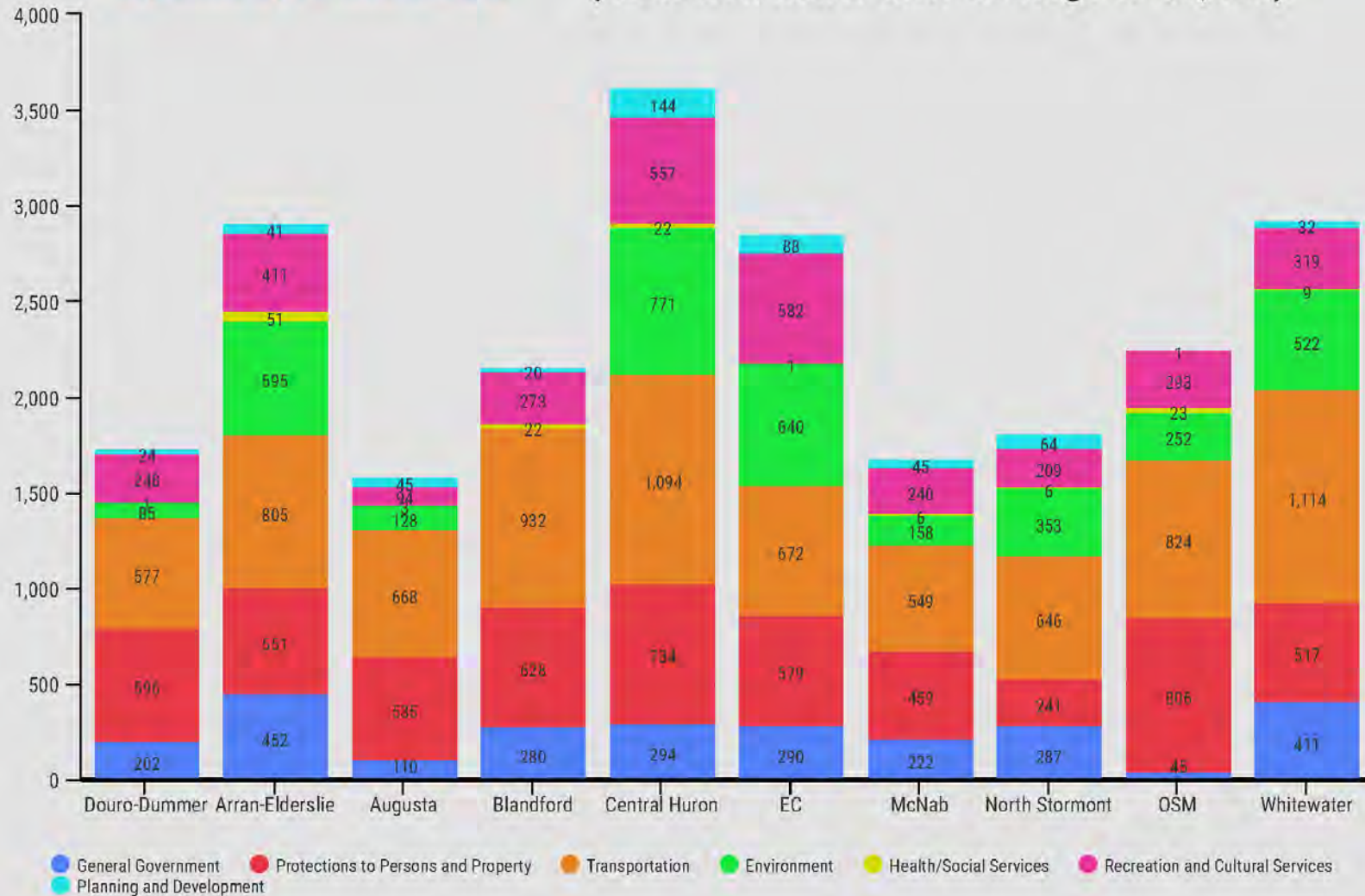




DD BENCHMARKS - Expenses by Function

Expenses by function...2018

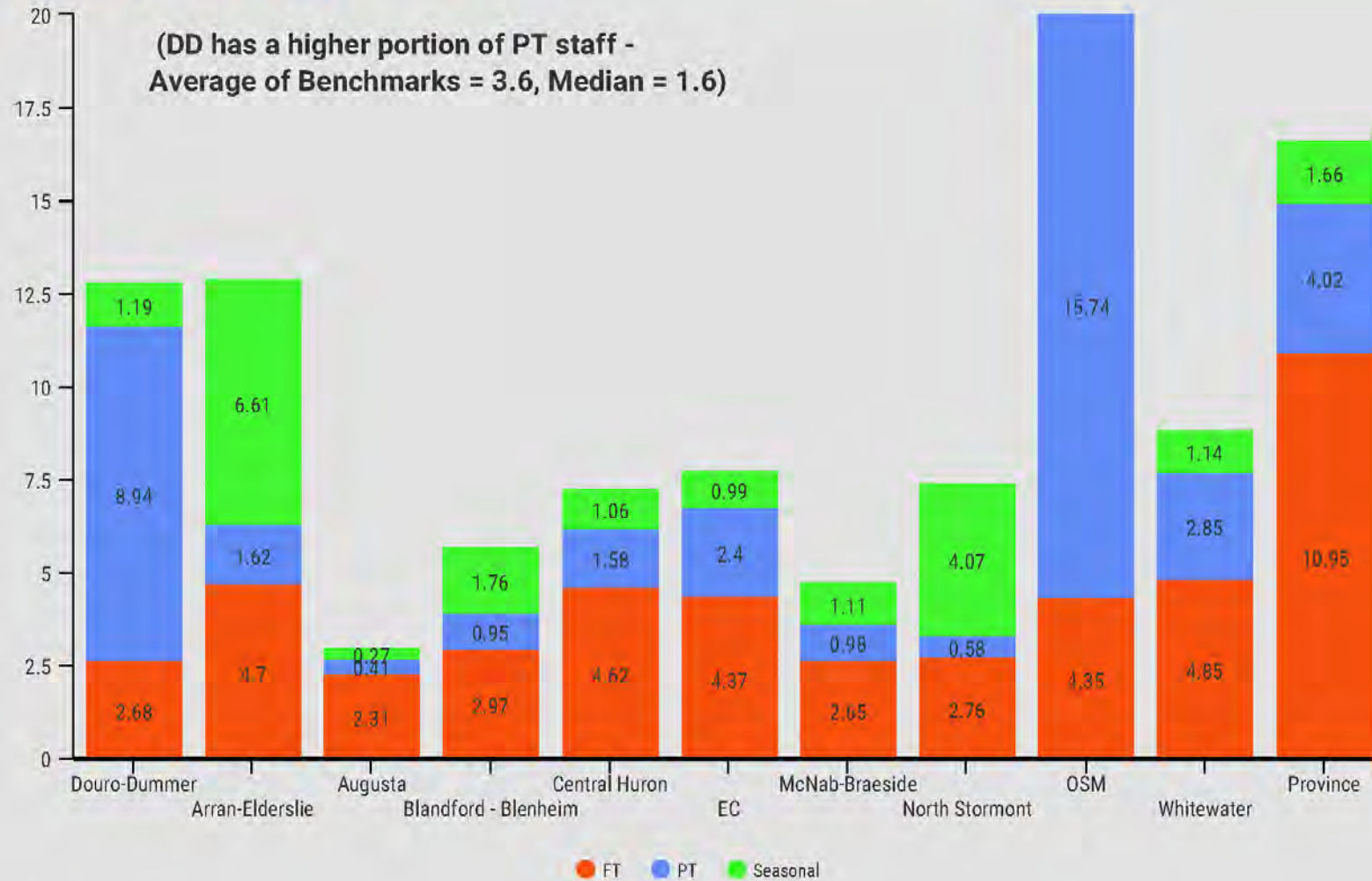
(DD is 26% lower than average of \$2,350)





DD BENCHMARKS - Workforce

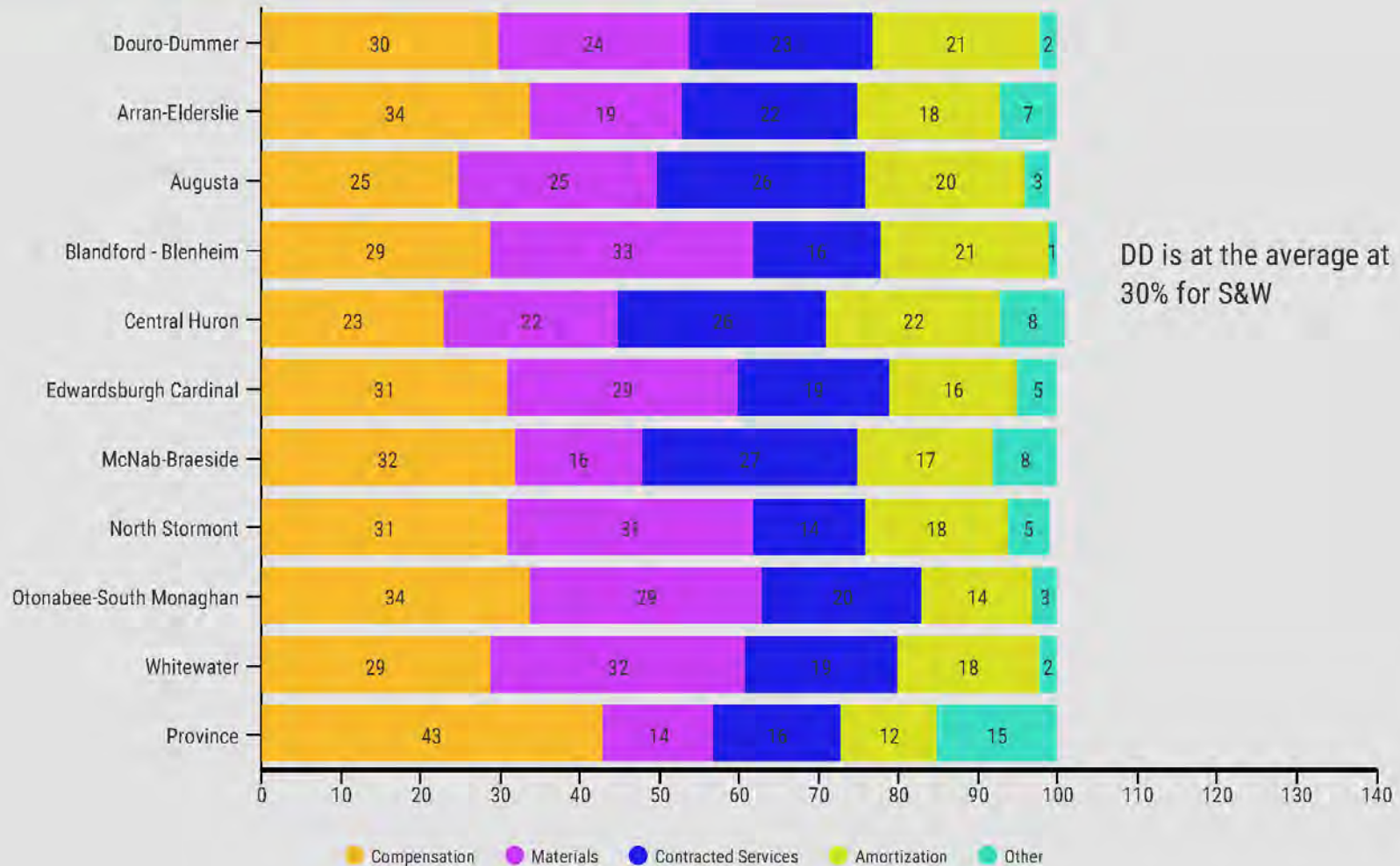
Workforce per 1000 Population 2018





DD BENCHMARKS - Expenses by type

% Expenses by Type...2018



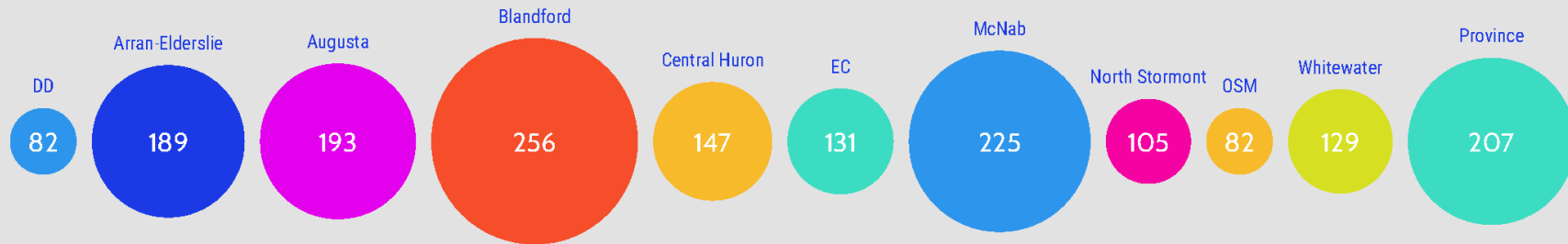


DD BENCHMARKS - Asset Performance Indicators

Asset Sustainability Ratio...2018

(DD is below the benchmark average of 154%)

Target is > 90%

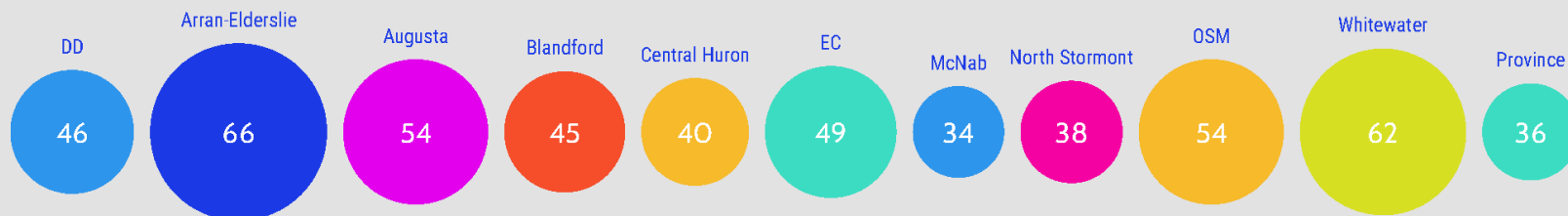


Asset Sustainability Ratio : Capital additions as a percentage of amortization expense

Asset Consumption Ratio...2018

(DD is close to average of 49%)

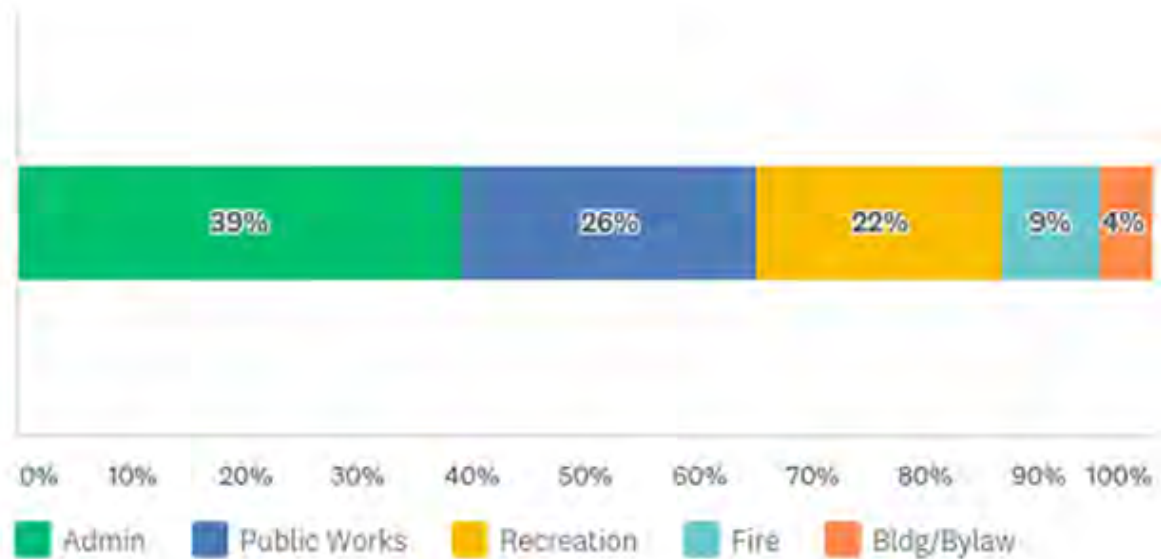
Target is < 50%



Asset Consumption Ratio: Closing amortization over historical cost of tangible capital assets

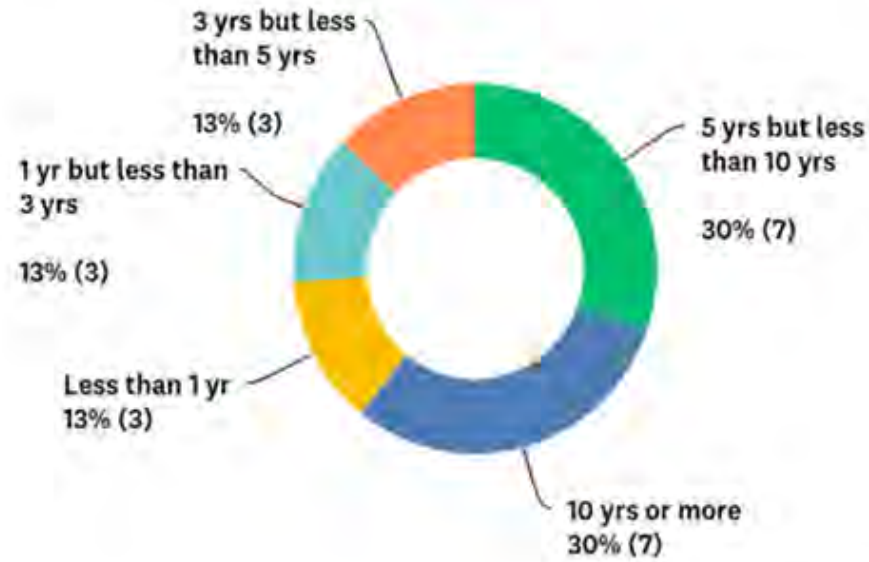
APPENDIX C: STAFF SURVEY RESULTS

Q1: Please Identify Your Department

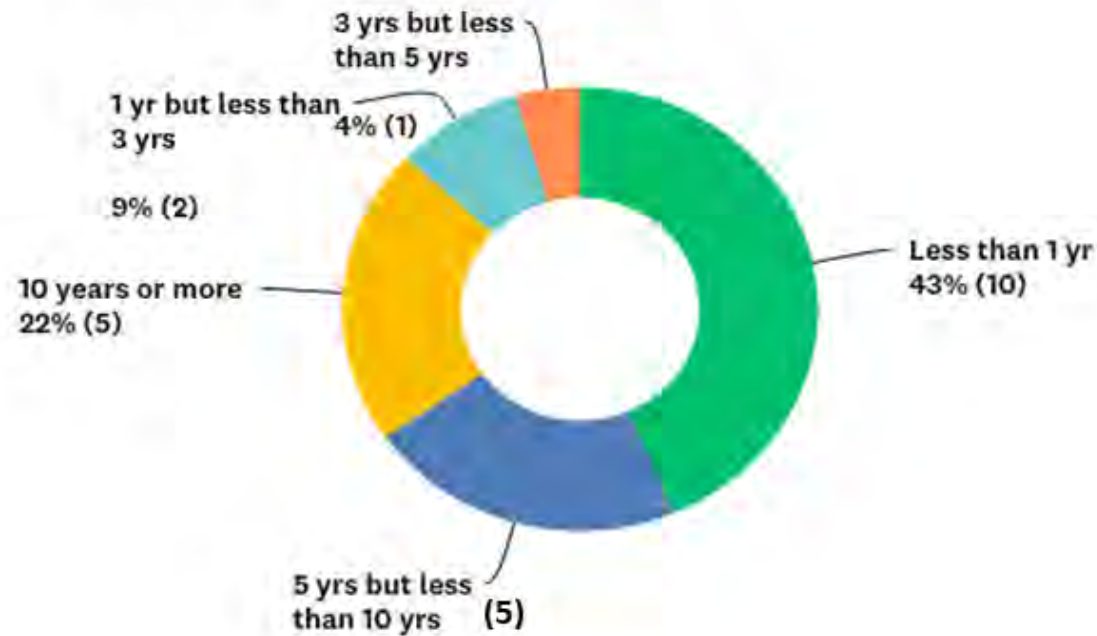


Survey Response rate = 96%

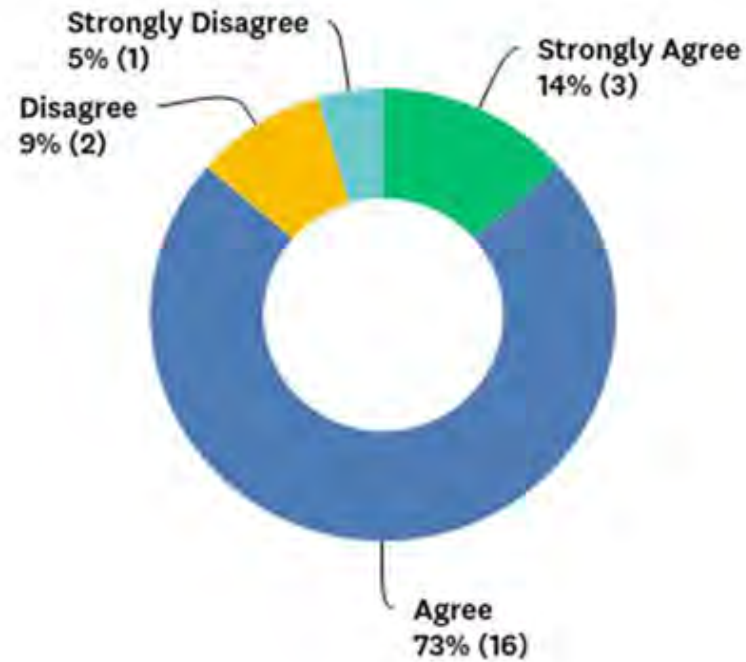
Q2: For how many years have you worked at the Township?



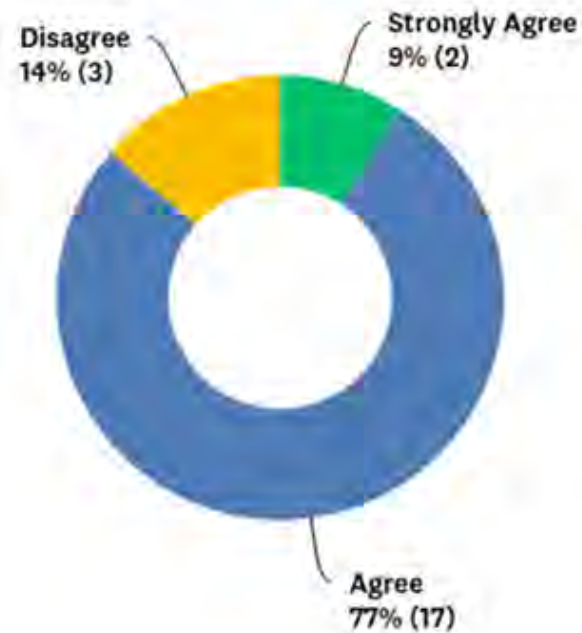
Q3: For how many years have you been in your current position?



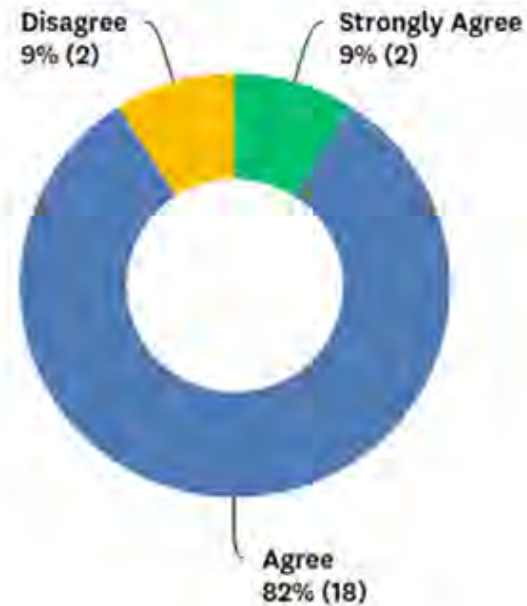
Q4: In the past two years, I have been given the opportunity to recommend improvements.



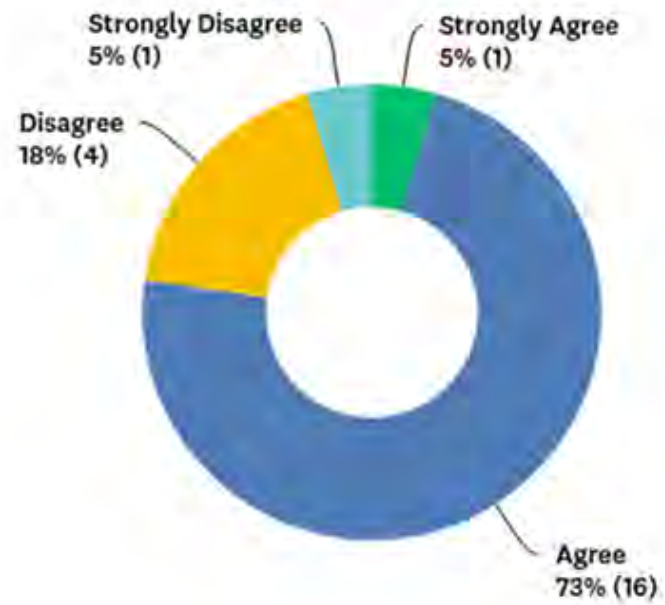
Q5: My suggestions for improvements have been received, explored and acted upon.



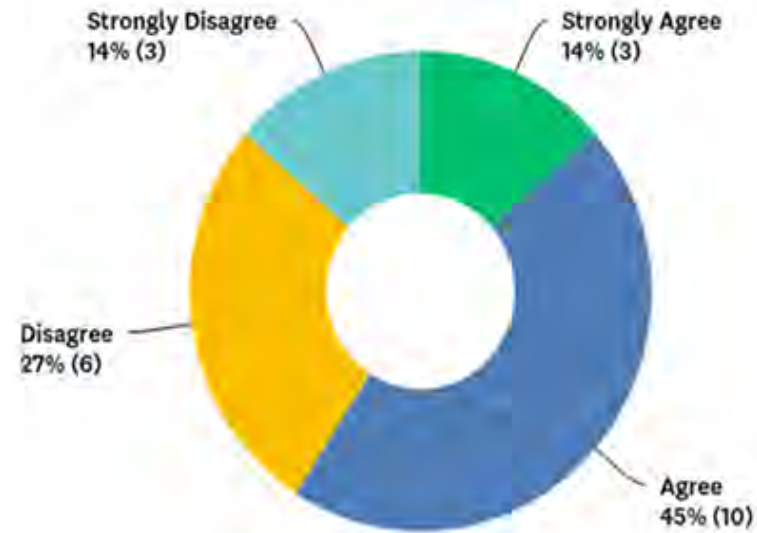
Q6: Management is willing to listen to the ideas and concerns of staff to improve the workplace and customer services.



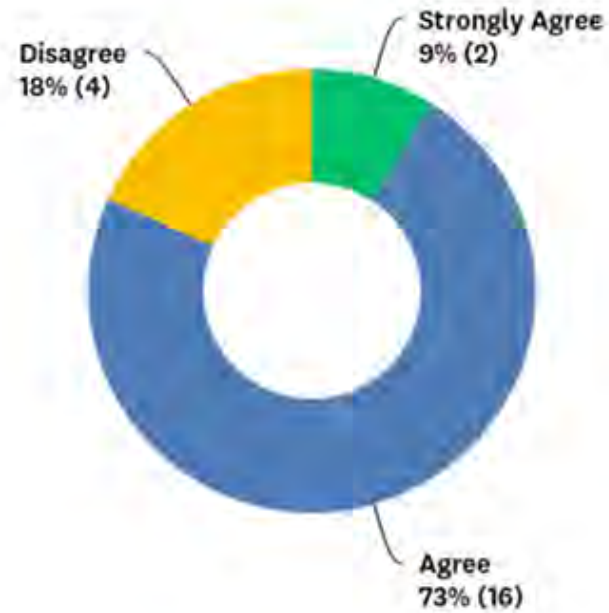
Q7: I get excited about going to work



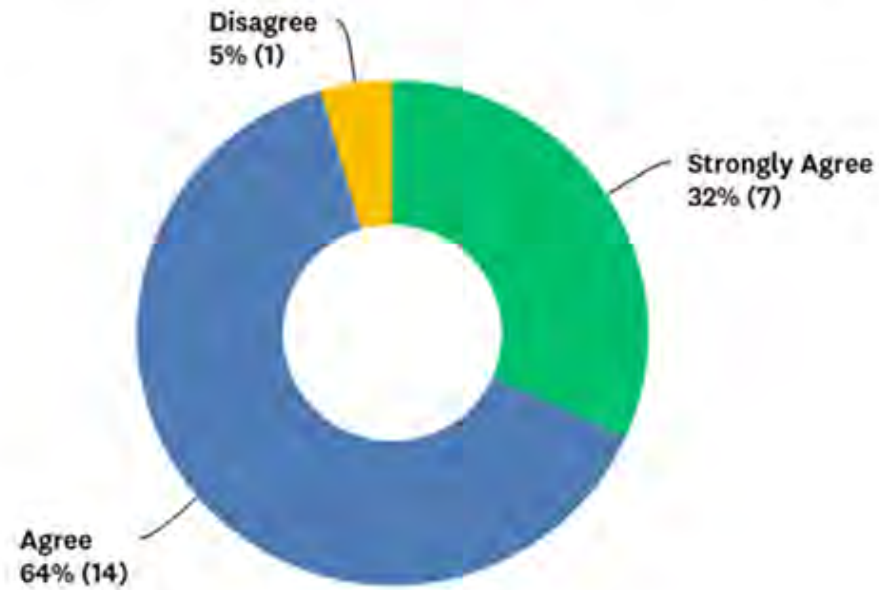
Q8: I am satisfied with my overall compensation



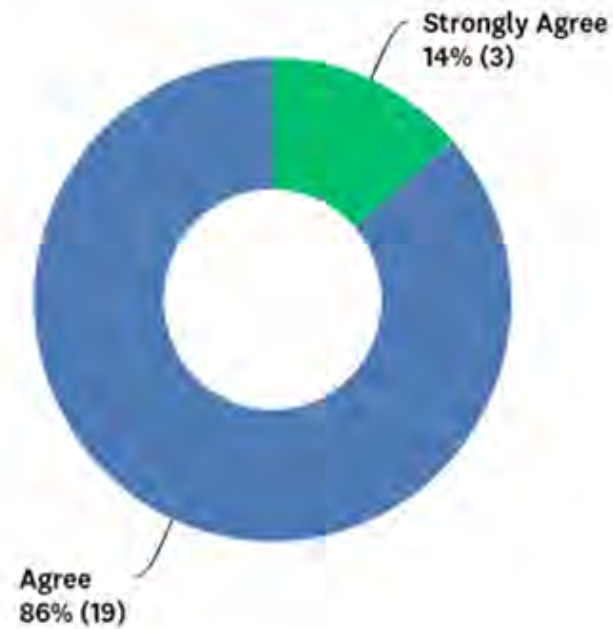
Q9: The Township ensures my working environment is safe



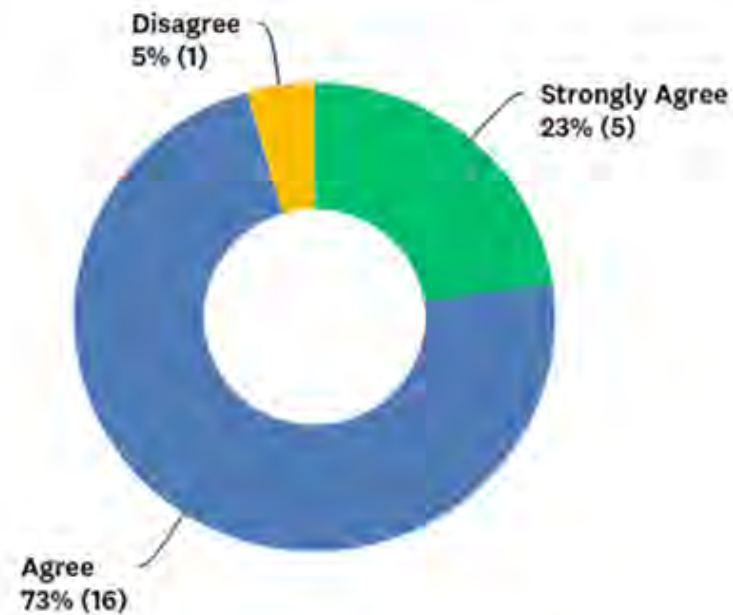
Q10: Employees treat each other with respect.



Q11: I am willing to take on new tasks as needed.



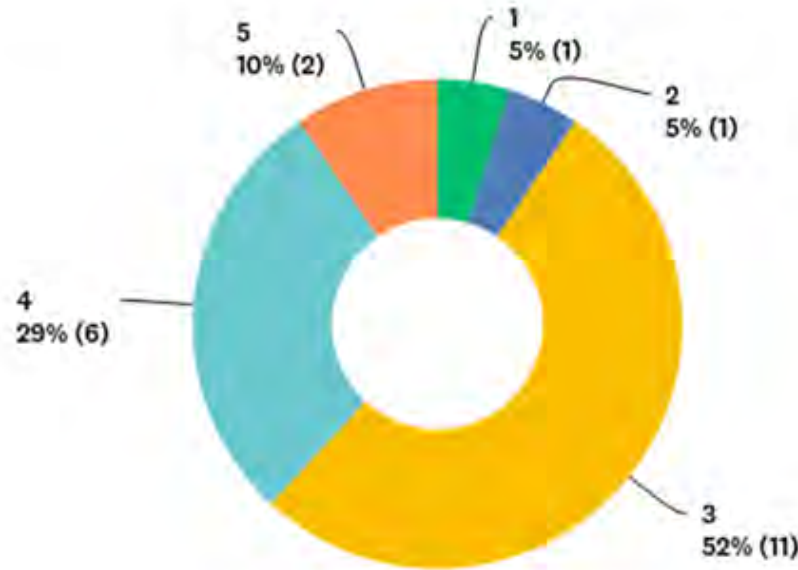
Q12: The Township provides job-related training and professional development opportunities.



Q13: Top Three Training Needs

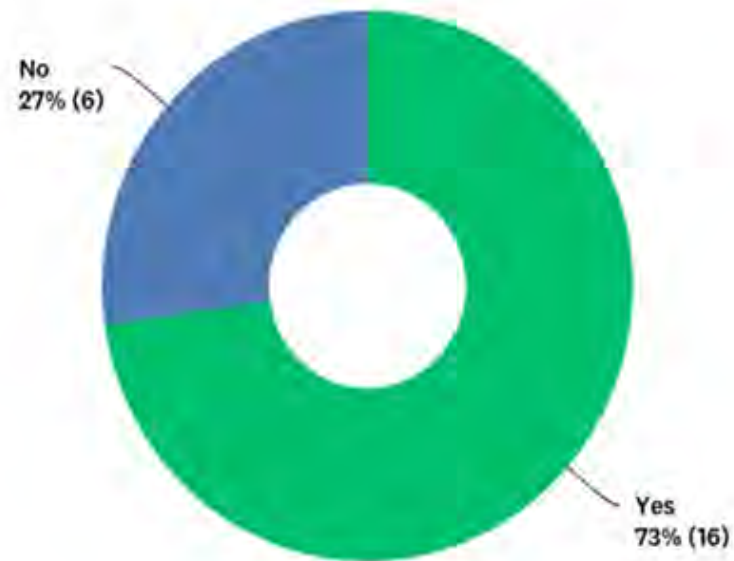
Health & Safety	Systems & Certifications	Administration
Chain saw	Diamond system	Asset Management
Falls arrest	BCIN	Records management
WHMIS & First Aid	FP2	By laws and Policies
Surface Miner	Playground Inspection	Budget process
Facilities maintenance	MPAC/Municipal Connect, GIS	Leadership development
Parks maintenance	Smart List Building	Financial forecasting
Ice making		Legal and HR Issues
Refrigeration		MFIPPA

Q14: How would you rate your comfort level with technology.



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	5%	5%	52%	29%	10%	21	3.33
	1	1	11	6	2		

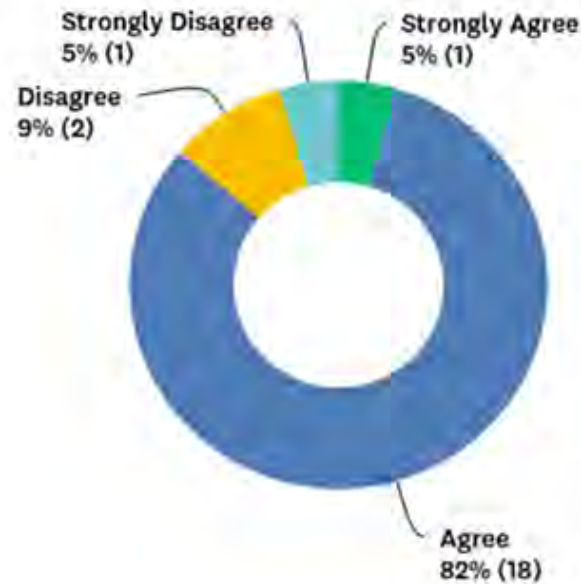
Q15: I have the technology I need to do my job efficiently.



Q16: What technology would you need

- Laptops for remote work
- Tablets for recording inspections and reporting on work orders
- Smart phones with data
- Back up camera for parks truck

Q17: Employees in my department willingly accept change.



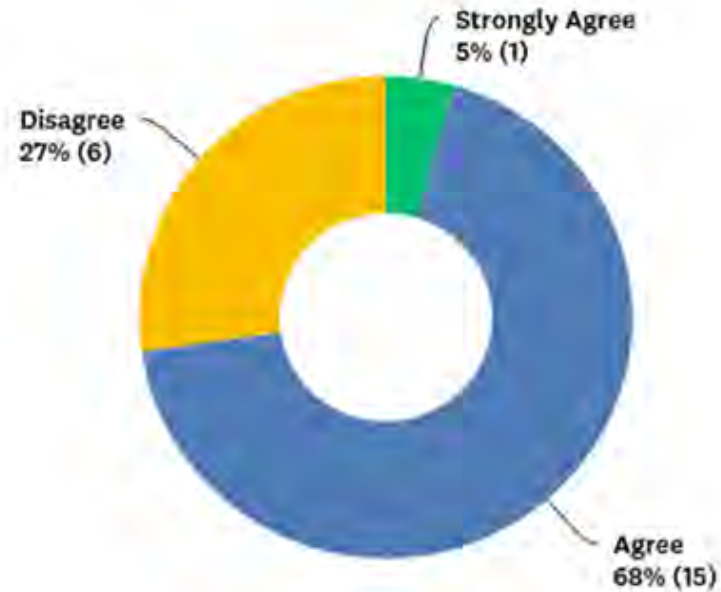
Q18: Do you have concerns about change in the workplace



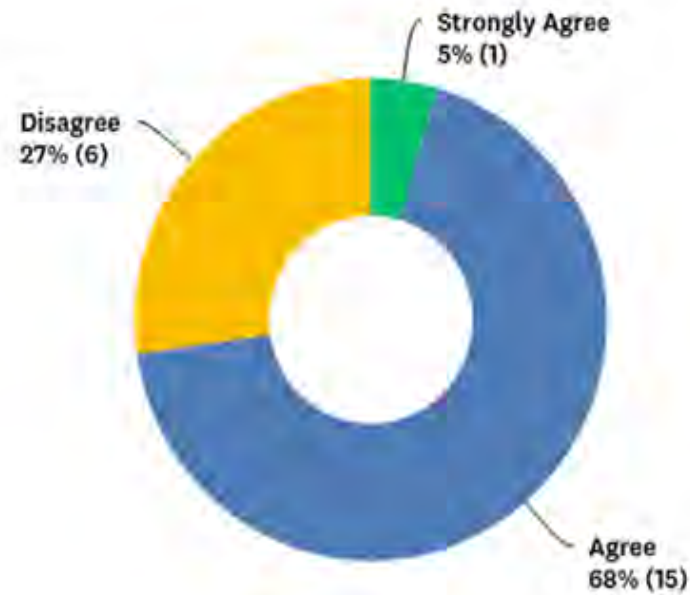
Q19: What concerns do you have about workplace change

- We have had major people retire. Not sure how new management will handle things.
- I am fearful that the *status quo* will continue, and change will not occur - managers and staff that are absent, reliant on cross training to cover for long term absenteeism, lack of staff with specific skills sets and focus
- Clear and transparent communication of the changes will go a long way to address staff concerns
- Maybe it's just because management and staff have been the same for so long but it's worrying that there are so many managers that are new or changing at the same time and that we don't have an experienced CAO with financial background to oversee and provide consistency as we move forward

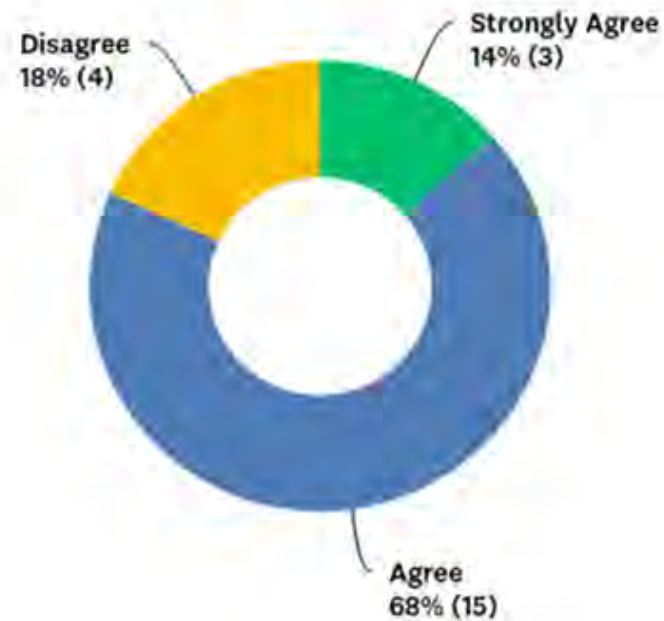
Q.20: I have opportunities for career advancement within the Township



Q21: I believe my supervisor/manager communicates effectively



Q.22: Management within my department recognizes strong job performance.



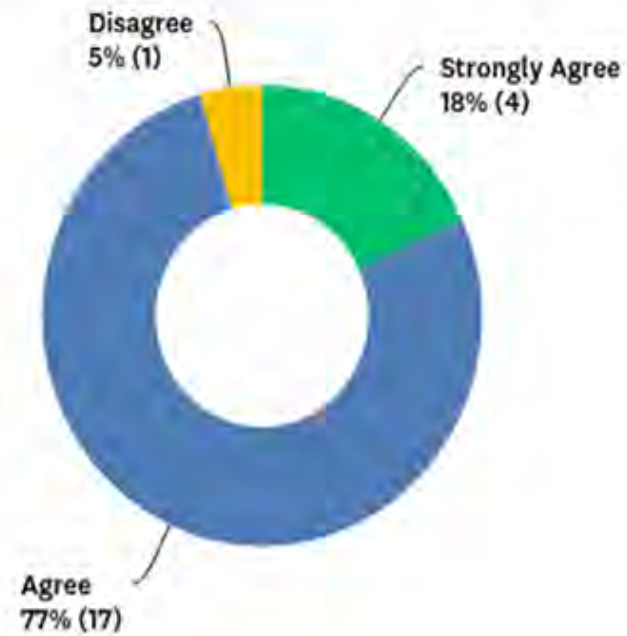
Q.23: How would you like to see strong performance recognized

- Change the performance evaluation form to provide for staff/management input
- Introduce a 5-year service recognition acknowledgement
- Recognize employees who do an exceptional job at staff meetings and in managers' monthly reports to Council
- Create a pay grid for part-time employees
- Increase salary/paid time off to match neighboring townships
- Include job specific training to further enhance and encourage strengths
- Give strong performers more leeway in setting their own schedules
- Develop a more formalized system to recognize accomplishments

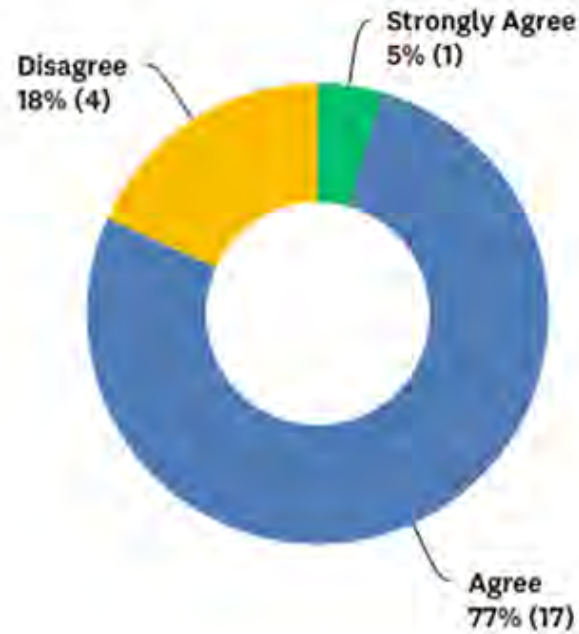
Q24: My coworkers and I have a good working relationship.



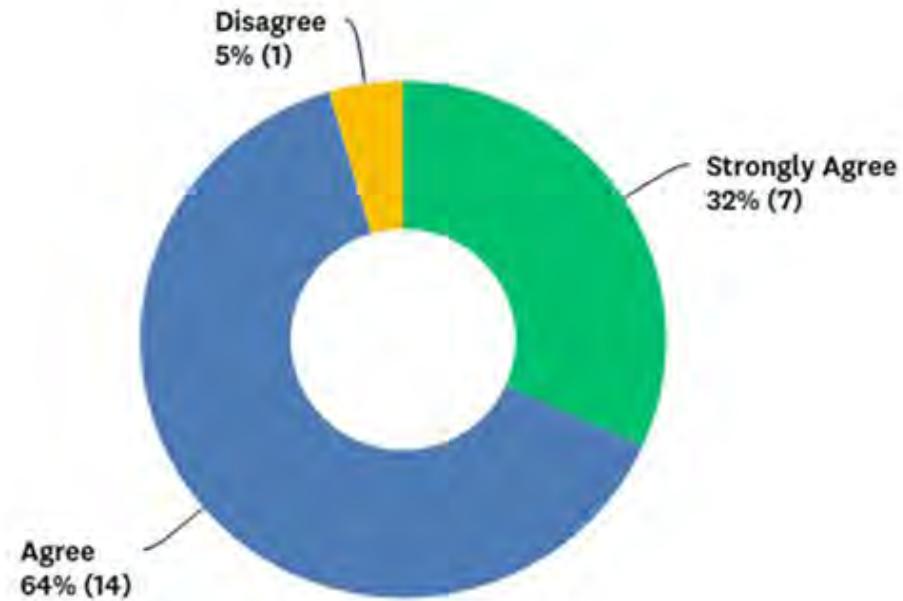
Q.25: I am satisfied that I have opportunity to apply my talents and expertise



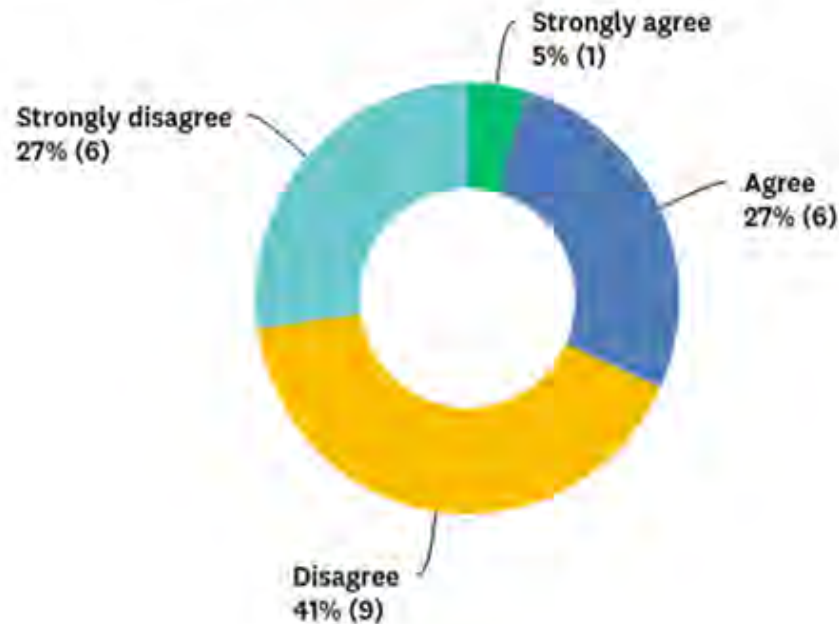
Q26: The Township operates in a socially responsible manner



Q27: My department's work positively impacts people's lives in the Township



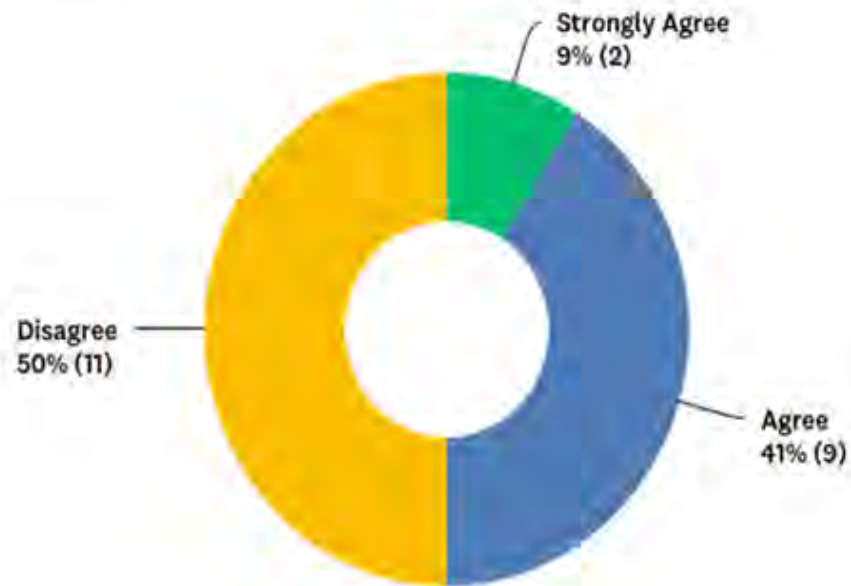
Q28: There are questionable work-place practices or purchases in my department.



Q29: Please provide details regarding any questionable work practices or purchases

- Having enough time and water to properly grade roads
- The department could do same projects cheaper if management paid closer attention
- We need to update our equipment as our needs change
- Invest in maintenance programs instead of reaction to repairs. Aged facilities need work but budgets get cut and work isn't done
- Offer better employee packages for part-time employees to retain staff from winter to summer and less need to retrain staff every year

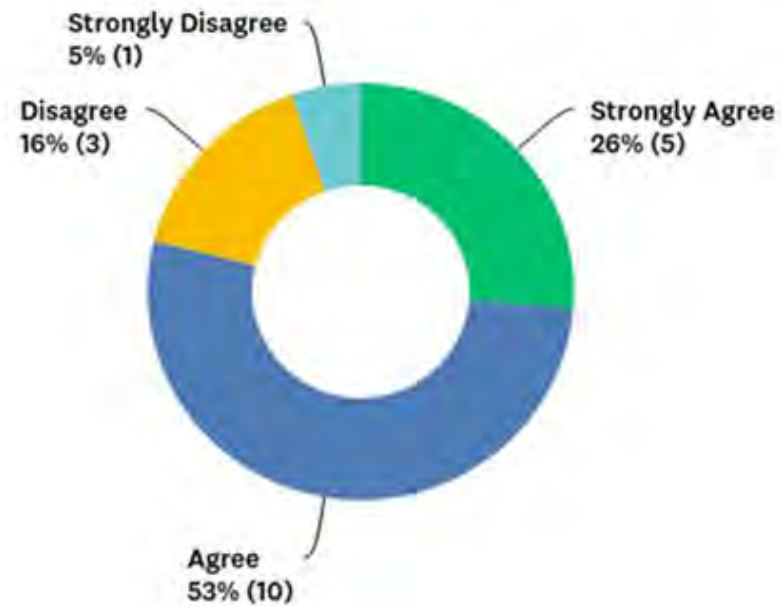
Q30: Communication between senior leaders and employees is good



Q31: Suggestions for improving communication between senior leaders and employees

- In the past, there used to be communication once the budget was passed and the work plan would be laid out for the year.
- Open and transparent. This is not always the practice
- Staff often feel left in the dark. Managers not present and unable to understand processes in place to cope with absenteeism
- I feel that often management doesn't pass on to employees the decisions that are made - sometimes we know nothing and must read about it in the local newspaper
- Staff have felt and said amongst ourselves for years that we know less working for the municipality than people in the community do. It would be nice to be kept up to date on items going on in the municipality at staff meetings

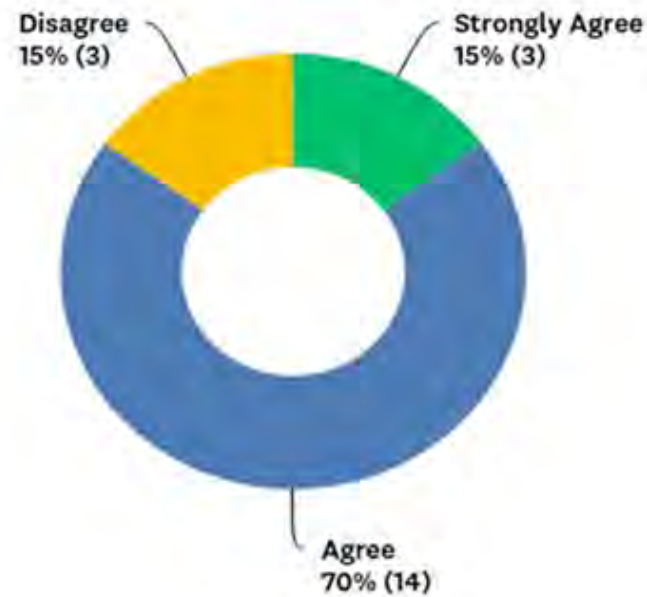
Q32: I am satisfied with my overall job security.



Q33: Top three services where Township does a good job

Department	Services/Programs	Activity/Staff
Public Works	Ice maintenance	Remembrance Day
Fire Department	Snow removal	Front Counter Staff
Administration	Road maintenance	Clerks
Building Department	Waste management	
	Permits	
	Tax collection	

Q34: There are opportunities within my department and/or municipality to improve operating efficiency and effectiveness.



Q35a: Areas where services could be more efficient and/or effective

- More training in Diamond - fewer spread sheets would be used
- More familiarity with the PSD software will provide better and more detailed reports for Asset Management forecasting
- Provide better compensation to recreation staff and you will get better performance. Stop paying minimum wage in the Summer
- Increase park rental rates across the board to increase revenue. We offer too many free fields to youth when we still have costs to cover.
- Online mailing services, online newsletters/service notices public

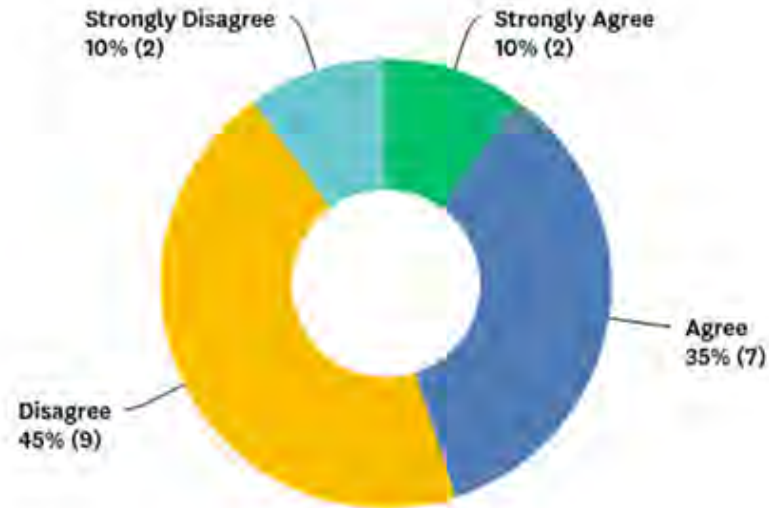
Q35b: Areas where services could be more efficient and/or effective

- Social media to get more info and messages out (e.g. tools such as Hootsuite can post for multiple platforms in one tool)
- Online services
 - o payment options for arenas/town hall/dog tags/fire permits/taxes...(e-transfer, credit card, online/telephone banking)
 - o booking system for arenas/town hall
 - o dog tag renewal
 - o burn permits
- More efficient payroll processes. It is very time consuming to gather and enter manually the information for public works payroll

Q36: Top three opportunities to increase revenue

Increase Revenue		
Raise Taxes	Burn permit user fee	More payment options
Gravel/sand pits for roads	Increase planning fees	Increasing violation fines
Skate sharpening service	More e-payments	MESH
User fee for youth programs	Promote daytime ice rental	Create outdoor shows at north/south parks
Mailing List Tools	Design and sell township merchandise	Collect all outstanding invoices
	Lobby vending machines	

Q37: There are some services and processes in our department that are no longer needed.



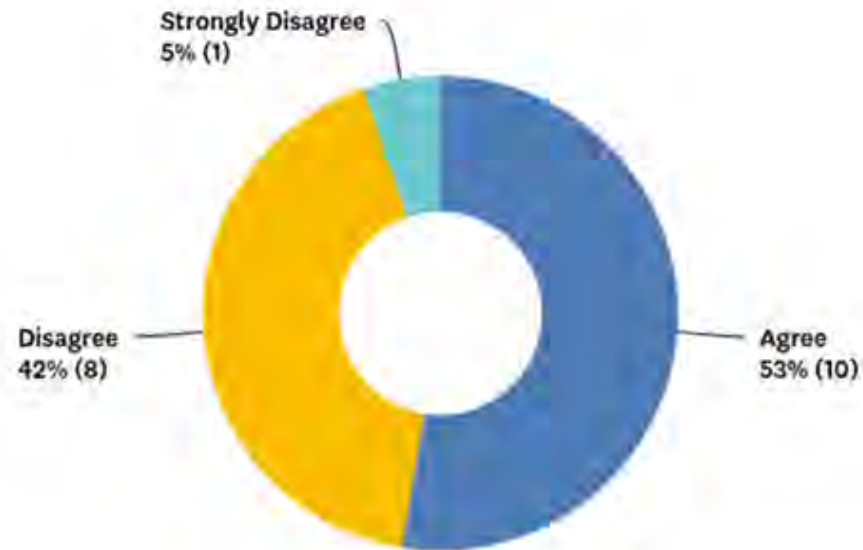
Q38: Services or processes that could be discontinued

- Stop catering and bar services. We don't make money on catering for dinners of less than 100 people
- Paper newsletter
- Screenshot statements of previous taxes - is it possible to include with new bills sent out in Feb?
- Move to online staff attendance at incidents, training, maintenance
- Mass paper mail out of taxes, newsletters, etc.
- Eliminate Cheques for payables
- Close the old Douro Recreation Centre

Q39: Top three opportunities to improve workload/processes and ultimately customer service

Staffing	Systems	Budget
Designate a records filing person	Digital HR system	Increase facilities maintenance budget
Hire 2 additional recreation staff	Continue to digitize forms and records	
Ensure staff are competent and consistently present	Update payroll process	
Ensure adequate admin assistant coverage	E-distribution of tax bills	
Provide more ORFA training		

Q40: My department could deliver improved or increased services through municipal partnerships



Q41: Where services could be delivered with other municipalities

- Currently we deliver services with county and other townships including RFPs (e.g. integrity commissioner), IT assistance, planning assistance, shared road services
- County payroll staff could provide training on payroll improvements
- Use of joint planner, group purchasing, HR or recruitment services
- Staff training generally

Q42: Any additional comments

- Will we have an opportunity to comment on the suggestions and analysis in the first report?
- Additional staff needed. Additional funds needed.
- Council should not micromanage things. It just causes friction. They are elected officials.
- Council needs to look at the bigger picture with the aging facilities

APPENDIX D: DD TOWNSHIP POLICY INDEX

DEPT	POLICY NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
Administration	A-1	Organizational Chart	Jan.01, 2008	Feb.22, 2013	as required	
	A-2	Provision of Notice	Jan.16, 2007			
	A-3	Technology Code of Conduct	Nov.04, 2008			
	A-4	Municipal Alcohol Policy	Nov.04, 2008	Apr.02, 2013		
	A-5	Sale of Real Property	September 15, 2015			
	A-6	Health & Safety	Jan.01, 2009	15-Jan-19	Amended	
	A-7	Use of Cell Phones	Oct.06, 2009			
	A-8	Accessible Customer Service	Jan.01, 2010			
	A-9	Website Policy	Jul.06, 2010	07-Feb-17	Amended	
	A-10	Safety Policy – Use of Paper Shredder, Photocopier, Printers, Postage Meter and Folder/Insertter	Jan.18, 2011			
	A-11	Safe Access to Municipal Facilities During Inclement Weather	Feb.01, 2011			
	A-12	Panic System in Municipal Office	Mar.08, 2011			
	A-13	Municipal Building Elevator	Mar.08, 2011			
	A-14	Code of Conduct	Apr.19, 2011	15-Jan-19		
	A-15	Ultraviolet Water Treatment Equipment Inspection	May.17, 2011			
	A-16	Memorials and Expressions of Compassion	Nov.15, 2011			
	A-17	Integrated Accessibility Standards	Dec.20, 2011			
			Jan.01, 2012			
	A-18	Municipal Building Emergency Plan	Feb.07, 2012			
	A-19	Douro-Dummer Library Emergency Plan	Feb.07, 2012			
	A-20	Working Alone Procedure	Sep.04, 2012			
	A-21	Handling of Domestic Batteries Policy	Mar.19, 2013			
	A-22	Vehicle Parking at Township Community Centres and Municipal Parking Lots	17-Jun-14			
	A-23	Complaint Handling Policy	01-Nov-16			
	A-24	Use of Township Vehicles	21-Feb-17			
	A-25	Social Networking Policy	21-Feb-17	17-Dec-19		
Council, Boards, By-laws	C-1	Criminal Records Check Policy	Nov.04, 2008	August 5, 2014	01-Oct-19	
	C-2	Closed Meeting Investigations	Dec.16, 2008	January 7, 2020		
	c-3	Distribution of Council Agenda Materials	15-Nov-16			

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
	C-4	Election Campaign Materials (Federal and Provincial)	16-May-17			
	C-5	Delegation of Powers and Duties	02-Aug-17			
	C-6	Use of Corporate Resources for Election Purposes	17-Apr-18			
	C-7	Council-Staff Relations Policy	19-Feb-19			
Development & Planning	D-1	Development of Lands in Proximity to Closed Landfill Sites	Nov.04, 2008			
	D-2	Processing of Consent Applications	Dec.18, 2012			
	D-3	Solar projects	Feb. 2, 2016			
	D-4	Protocol for Radio and Telecommunications Facilities	21-Jun-16			
Environmental Services	E-1	Re-Use Materials Policy Hall's Glen Transfer Station	Jun.17, 2008	Jun.17, 2009		
	E-2	Invoicing of Tipping Fees	Nov.04, 2008	Nov.04, 2009		
	E-3	Halls Glen Transfer Station Operational Guidelines	Oct.06, 2015			
Finance	F-1	Tangible Capital Asset Policy	Dec.16, 2008			
	F-2	Procurement Policy	07-Jun-11	04-Oct-16	Amended	
	F-3	Tax Collection Policy	Nov.04, 2008	04-Oct-16		
	F-4	Capital Asset Policy - Transition	Dec.16, 2008			
	F-5	Investment	Mar.05, 2013		Amended	
	F-7	Official Receipts	Dec.20, 2016			
	F-8	Corporate Asset Management Plan	18-Jun-19			
Historical	H-	Use and Procedures of Archival Records	Jun.24, 2008			
Human Resources	HR-1	Hiring of Employees	Nov.04, 2008	January 19, 2016		
	HR-2	Return to Work Policy	Dec.06, 2011			
	HR-3	Continuing Education, Training and Accreditation Policy	Feb.17, 2015		Amended Mar.3, 2015	
	HR-4	Workplace Bullying and Harassment Policy	15-Jan-19			
	HR-5	Workplace Violence Prevention	15-Jan-19			
	HR-6	Workplace Substance Abuse Policy				
	HR-7	Disciplinary Policy	01-Oct-19			
	HR-8	Vacation Entitlement and Usage	01-Oct-19			
Library	L-					

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
Protection & Enforcement	P-1	Emergency Management Remuneration	Dec.18, 2007			
	P-2	Property Standards Policy	Nov.08, 2008			
	P-3	Tracking and Filing of Building Permit Records	Sep.02, 2008	Sep.02, 2009		
	P-4	Code of Conduct - Chief Building Official	Apr.19, 2011			
	P-5	Use of Farm Building for Assembly Occupancy Policy	Aug.07, 2012			
	P-6	Siting of Wireless Telecommunications Facilities	Feb.17, 2009	Repealed December 3, 2019		
	P-7	Radar Speed Board	Nov. 03, 2015			
Recreation & Comm Services	R-1	General Responsibilities & Duties of Employees for Park & Recreation Department	Oct.05, 2010			18-Apr-17
	R-2	Responsibilities & Duties of Employees Working at Community Centre Events	Oct.05, 2010			18-Apr-17
	R-3	Ice Resurfacing	Oct.05, 2010	March 4, 2014	Amended	18-Apr-17
	R-4	Ice Maintenance	Oct.05, 2010	March 4, 2014	Amended	18-Apr-17
	R-5	Propane Cylinder Changing	Mar.08, 2011			18-Apr-17
	R-6	Olympia Blade Changing	Mar.08, 2011			18-Apr-17
	R-7	Bartenders at Events	Apr.19, 2011			April 2 2014
	R-8	Reimbursement of Facility Rental Fees	Apr.19, 2011			18-Apr-17
	R-9	Dressing Room Cleaning	Aug.02, 2011			18-Apr-17
	R-10	Washroom Cleaning	Aug.02, 2011			18-Apr-17
	R-11	Security of Events	Oct.18, 2011	Feb.19, 2013	Amended	18-Apr-17
	R-12	Douro Arena Emergency Plan	Feb.07, 2012			18-Apr-17
	R-13	Warsaw Arena Emergency Plan	Feb.07, 2012			18-Apr-17
	R-14	Advertising Policy	March 19, 2013			18-Apr-17
	R-15	Access to Recreation	Jan. 21, 2014			18-Apr-17
	R-16	Staff First-Aid Response Procedure	March 4, 2014			18-Apr-17
	R-17	Use of Parks and Recreation Department Truck	March 4, 2014			18-Apr-17
	R-18	Ammonia Leak Policy	October 7, 2014			18-Apr-17
	R-19	Lawn Mower Operation Policy	October 7, 2014			18-Apr-17
	R-20	Meat Slicer Operation Policy	October 7, 2014			18-Apr-17
	R-21	Weed Eater Operation Policy	October 7, 2014			18-Apr-17
	R-22	Emergency Procedure for dealing with a power failure greater than 20 minutes in duration or inclement	April 7, 2015			18-Apr-17

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
		weather for the Douro Community Centre				
	R- 23	Emergency Procedure for dealing with a power failure greater than 20 minutes in duration or inclement weather for the Warsaw Community Centre	April 7, 2015			18-Apr-17
	R-24	Warsaw Community Centre Elevator Operation	April 7, 2015			18-Apr-17
	R-25	Douro Community Centre Accessible Lift Operation	April 7, 2015			18-Apr-17
	R-26	Adding Oil to Ammonia Compressors Policy	November 17, 2015			18-Apr-17
	R-27	Draining/Purging Oil from the Ammonia Chiller Policy	November 17, 2015			18-Apr-17
	R-28	Room or Facility Rental Preparation Policy	November 17, 2015			18-Apr-17
	R-29	Playground Inspection Policy	May 2, 2017			
	R-30	Trail Inspection Policy	May 2, 2017			
	R-31	Staff Identification while working at Community Centre and Parks	19-Nov-19			
Transportation	T-1	Entrance Permits	Nov.04, 2008	18-Nov-14	19-May-15	
	T-2	Roadside Brushing & Ditching	Aug.14, 2007			
	T-3	Hours of Service	Feb.19, 2008			
	T-4	Turtle Crossing Signs	Jun.19,2007			
	T-5	Public Works Traffic Control	Sep.02, 2008	Sep.02, 2009		
	T-5(a)	Traffic Protection Plan	Jul.29, 2010			
	T-6	Road Allowance Closure	Oct.20, 2009	Nov.02, 2010		
	T-7	Fuel Handling Policy	Mar.16, 2010			
	T-8	911 Sign Installation and Replacement	Apr.06, 2010	02-Feb-16		
	T-9	Chainsaw Operation	Oct.19, 2010			
	T-10	Cargo Securement	Oct.19, 2010			
	T-11	Minimum Maintenance Standards Winter Maintenance	Nov.02, 2010	Nov. 5, 2013		
	T-12	Pressure Steamer Operation	Apr.05, 2011			
	T-13	Grader Operation	Apr.05, 2011			
	T-14	Road Sweeper Operation	Apr.14, 2011			
	T-15	Patching	Apr.19, 2011			
	T-16	Backhoe/Excavator Operation	May.03, 2011			
	T-17	Packer	May.03, 2011			
	T-18	Operating Tractor and Push Mower	May.03, 2011			
	T-19	Welding - Hot Work Policy	Feb.07, 2012			

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
	T-20	Emergency Procedures for Dealing with Fire or Bomb Threat at the Douro Roads Depot	Mar.20, 2012			
	T-21	Emergency Procedures for Dealing with Fire or Bomb Threat at the Warsaw Roads Depot	Mar.20, 2012			
	T-22	Generator Policy	May.15, 2012			
	T-23	Small Generator Policy	May.15, 2012			
	T-24	Sign Retroreflectivity	Oct.16, 2012	October 7, 2014	Amended	
	T-25	Angle Grinder	Jan.08, 2013			
	T-26	Snow Removal & Sanding Policy	Nov. 5, 2013			
	T-27	Criteria for Surface Treatment	Feb. 14, 2013	August 2, 2016 Amended		
	T-28	Cyclist Use of Roadways	March 18, 2014	Amended January 20, 2015		
	T-29	Record Keeping and Winter Maintenance Snow Plowing Routes/ Patrolling	March 18, 2014			
	T-30	Sidewalk Winter Maintenance	March 18, 2014	Dec. 6, 2016		
	T-31	Maintenance of Roads and Shoulders for Pedestrian Use Where No Sidewalks Exist	March 18, 2014			
	T-32	Road name changes/Recognition sign requests - Formally C-3	Jan.20, 2009	Dec.18, 2012	Amended	
	T-33	Collection of Charges for Damages to Municipal Highways due to Construction	Nov. 03, 2015			

APPENDIX E: RECOMMENDED POLICIES FRAMEWORK & FORMATS

Administrative Policies
Governance Policies
Accountability and Transparency Policy
Accountability Framework and Delegation of Authorities
Access to Records and Information
Procedural Bylaw
Closed Meeting Policy
Boards and Committees Policy
Council Code of Conduct
Council Remuneration, Resources and Expenses
Elections
Council Staff Relations Policy
Accessibility Policy
Policy Governing Policies and Procedures and Review Cycle
Communications
Customer Service Standards and Customer Conduct Policy
Advertising Policy
Public Notice and Engagement
Online Communications including Social Media
Finance Policies
Financial Control Policy
Integrated Planning Framework
Budget Policy
Chart of Accounts
General Accounting
Journal Entries
Accruals
Assets
Banking
Investments
Development Charges and Interest Policy
Taxation Receivables Management
Tax Arrears
Receivables Management and Collections Policy
Allowance for Doubtful Accounts and Write offs
Asset Management
TCA Policy
Disposals of TCAs
Strategic Asset Management Policy

Update to Asset Management Plan
Inventory
Inventory for Resale
Equity
Reserves
Accumulated Surplus/Deficit
Liabilities
Debt Management
Payables Management
Contaminated Sites
Expenses
Purchasing and Payables
Procurement
Receiving
Invoicing - 3 Way Matching
Cash Disbursements
Travel and Hospitality
Petty Cash
Leasing
Grant Management
Payment
Procurement Cards
Interest and Service Charges
Payroll and Benefits
Payroll Admin Policy
Taxable Benefits
Benefits
Revenues
Cash Receipts and Handling
Collections
Donations
Grant Compliance and Recognition
Fees and Charges
Property Taxation
Tax Write Offs
Tax Rebates
Tax Exemptions
Tax Ratios
Tax Rates
Financial Reporting

Financial Statements
Variance Reporting, Forecasting and Analysis
Performance Reporting
Financial Reports to Council
Financial Information Return
Financial Systems and Security
Fiscal Periods
Month End
Year End
Period 13
Audit Preparation and Management Letter response
Records Retention
Document Management
Risk Management
Fraud Prevention
Insurance
Human Resources
Recruitment and Retention
Recruitment and Selection Policy
Acting Assignments and Lateral Transfers
Anti Nepotism Policy (Formerly Employment of Relatives)
Driver's Licence Class Policy
Eligibility for Re-employment
Employee Holding More Than One Part Time Position
Police Background Checks Policy
References
Succession Planning Policy
Total Rewards
Benefits Policies
Classification of Positions Policy
Compensation Policies
Salary Overpayment/Underpayment Policy
Salary Progression Policy
Retirement Recognition Policy
Vacation Entitlement
Work Environment
Leaves Policies
Attendance Support Program Policy
Bereavement Policy
Code of Conduct for Employees Policy

A: Conflict of Interest
B: Fees, Gifts and Hospitality
C: Financial and Business Integrity
D: Outside Employment and Activity
E: Anti Nepotism and Integrity
Use of Township Equipment
Computer and Technology Acceptable Use Policy
Customer Service Standards Policy
Discipline Policy
Driver's Licence Status Change and Suspension Policy
Employment Accommodation Policy
Flexible Work Arrangements Policy
Harassment and Discrimination
Harassment and Discrimination Prevention Policy
Personal Harassment Prevention Policy
Protocol for Gender Identity and Gender Expression
Inclement Weather Policy
Influenza Immunization Policy
Personal Information (Employee Files Policy)
Substance Use Policy
Telecommuting Policy
Theft, Fraud and Waste
Violence in the Workplace Prevention Policy
Whistleblower By-Law
Workplace Dress and Professional Image Policy
Learning and Development
Business Travel - Conference Attendance
Learning and Development Framework
Professional Affiliation Fees Reimbursement Policy
Tuition Fees Reimbursement Policy
Tuition and Training Expense Recovery Policy
Absence from Work
Employee Guide to Leaves of Absence
Accommodation of Time Required for Religious Observance Policy
Bereavement Leave Policy
Jury and Witness Duty Policy
Military Leave
Pregnancy and Parental Leave Policy
Summary of Employee Responsibilities
Unpaid Leave of Absence Policy

Health, Safety and Wellness
Corporate Health, Safety and Wellness Policy (incl WHMIS)
Critical Incident Peer Support Team Policy
Employee Assistance Program
Employee COVID-19 Health Self-Screening Policy
Healthy Food and Beverage Policy
Mental Health and Wellbeing Policy
Smoke-Free Workplace Policy
Uniform and Protective Clothing
Exiting the Township
Eligibility for Re-employment
Exit Questionnaire
Layoff Notice Policy
Separation of Service Policy and Procedure
Termination of Employment Policy
IT Policies
Acceptable Use Policy
Backup Policy
Incident Response Policy
Email Policy
Wireless Policy
Network Security Policy
Confidential Data Policy
Mobile Device Policy
Outsourcing Policy
Virtual Private Network (VPN) Policy
Password Policy
Network Access Policy
Remote Access Policy
Guest Access Policy
Third Party Connection Policy
Encryption Policy
Data Classification Policy
Retention Policy
Physical Security Policy
Municipal Services Policies
Planning and Development
Recreation
Fire
Transportation
Health and Social Services

SAMPLE POLICY – SEPARATION OF PROCEDURES

SERVICE REQUEST AND COMPLAINT HANDLING POLICY

Approved By: Council

Approval Date:

Resolution or By-law Reference:

Effective Date:

Review Cycle: (As per policy)

Policy Statement

This policy shall establish a framework for the receipt and handling of municipal service requests and public complaints.

PURPOSE:

The purpose of this policy is to ensure that the Township has an appropriate mechanism for the handling of public service requests and complaints respecting the delivery of municipal programs and services.

This policy is to ensure a consistent and uniform process is developed by the Township Administration to effectively receive, track and resolve service requests and complaints regarding; programs, facilities, services, staff and or operational procedures. This policy is also intended to address Bill 8 - *Public Sector and MPP Accountability and Transparency Act, 2014* which provides the Ontario Ombudsman the power to investigate and resolve complaints about municipalities.

The information acquired from the tracking of service requests and complaints will also help to improve the quality as well as inform the potential need for enhanced services provided by the Township.

APPLICATION:

This policy extends to programs, services and facilities directly delivered by municipal employees and or any contractor on behalf of the municipality. This policy applies to requests and or complaints that are received; in person, online, by e-mail, by mail, through social media, by phone or by fax. All complaints or service requests must be documented for the purpose of ensuring an accurate record.

Exclusions:

*This policy does not apply to:

- External Boards and Agencies (non-municipal)
- Services provided by other levels of government
- Anonymous Complaints
- Requests for Accommodations
- Matters Before the Courts or Administrative Tribunals

*These communications and requests are handled through other mechanisms.

References & Related Policies:

Bill 8 - *The Public Sector and MPP Accountability and Transparency Act.*

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

Complaint records shall be retained in accordance with the Township Records Retention By-Law (note bylaw) and records containing personal information shall be protected in accordance with MFIPPA.

Consequences of Non-Compliance:

Failure to follow this policy may result in disciplinary action against the person not following this policy. It may also result in an investigation by the Ontario Ombudsman.

Review Cycle: This policy will be presented by the Municipal Clerk for review by Council at least once every term of office for the purpose of identifying any gaps or shortcomings.

Reporting Cycle: 1. Quarterly reporting: The Municipal Clerk will provide a quarterly report presenting a dashboard summary of the quarterly activities for all service requests and complaints.

2. Annual reporting: In addition, the Clerk will develop an annual report presenting a summary of the nature of the service requests **and complaints. The Clerk's report should be provided to Council** in advance of the annual Budget process for the purpose of ensuring that Council has the opportunity to provide direction to the administration regarding any service level changes/enhancements identified through this program for consideration during the annual budget allocation exercise.

*REFER TO SERVICE REQUESTS AND COMPLAINT HANDLING PROCEDURE

Sample procedure**PROCEDURE: SERVICE REQUEST AND COMPLAINT HANDLING**

The following details shall guide staff in the administration of the Township of Douro-Dummer Service Request and Complaint Handling Procedure

Procedure No. XX-X (Cross reference with Policy No. XX-X)

Definitions:

Complaint - any expression of dissatisfaction about the action or lack of action taken regarding operations, facilities or services delivered by the Township or by a person or person(s) or business entity acting on behalf of the Township.

The term “dissatisfaction” is key to the definition of a complaint. Feedback of a positive or general nature, comments on a service or facility that do not require a response, or requests will be noted but will not require further follow-up of Township resources. Complaints imply that the complainant is unhappy with the service received and their displeasure warrants some action on the part of Township staff that will require a follow-up response to the specific issue as it pertains to the Township’s oversight of the matter.

Complainant - the person who is dissatisfied and has lodged the complaint. Anyone who uses or is affected by municipal services may make a complaint including residents, persons who work in or visit the municipality, including local businesses or community groups.

Compliment - an expression of appreciation for satisfactory or above-satisfactory service.

Feedback - input from an individual or business that is neither positive, nor negative, but provides input or suggestions and or ideas.

Request for Service - a request for a specific service provided, or could be provided, by the municipality.

Service Requester – is anyone; including a resident, an individual who works in or visits the municipality, local businesses or community groups who express a desire for a new service (currently not provided by the municipality) or an enhancement of a service currently provided by the municipality.

Service Level – is the level of service as deemed appropriate by Council and supported through the allocation of municipal resources (through the budget process) for the purpose of delivering such services.

Guidance:

1. The identity of the Complainant or Service Requester will be made known only to those who need to know in order to consider the complaint or service request. All municipal staff engaged in the complaint process or service request shall keep the details of the Complainant or Service Requester confidential except as may be required by law. If the matter goes to arbitration or through the court process, **the Complainant's and/or Service Requester's information will be managed in accordance with the applicable legislated process.**
2. Some Complainants or Service Requesters may require assistance to prepare and submit their complaint/service request in writing.
3. Anonymous complaints or service requests will NOT be acted upon.
4. All complaints and service requests necessitate a review/investigation and a written response.
5. The Clerk, or designate, of the Township shall have the responsibility for managing the Complaint/Service Request process and shall have the flexibility to develop appropriate forms for the purpose of administering this process.
6. Tracking of all complaints/service requests shall include the date of complaint/service request and be entered, by the staff member/or Complainant/Service Requester, into the appropriate tracking software or other process that may be adopted to track complaints/service requests and be assigned a tracking number.
7. Once a complaint/service request has been assigned a tracking number, the matter shall be forwarded directly to the appropriate department manager responsible and copy to the CAO.
8. Complainants/Service Requesters must be acknowledged at a maximum within five (5) business days of the Township receiving the complaint/service request.
9. This acknowledgement must identify who will be following up on the Complaint/Service Request as well as the contact information.
10. The Township Staff may contact the individual for the purpose of clarifying the complaint/service request. The complaint/service request may be closed at this point if a resolution has been mutually determined. A written response to the Complainant/Service Requester summarizing the resolution will be provided.
11. Within 20 business days, a response is to be provided to Complainant/Service Requester, barring exceptional circumstances.
12. Should there be a need for additional response time Township staff shall advise the appropriate party within the 20 business day time frame that additional time is required including the anticipated time frame for a response.
13. The response to the complaint/service request will include:
 - a. Background related to the complaint and an outline of the investigation/review process including reviewing service request documentation.
 - b. Action being taken to address the matter
 - c. A clear and understandable explanation for how a decision on the resolution to the complaint/service request was made.
14. If the Complainant/Service Requester is satisfied, the file is closed and documented in the appropriate manner with all the necessary detail required.
15. If the Complainant is not satisfied, the matter shall be referred to the CAO and/or Mayor subject to the nature of the complaint.

16. If the Complainant is still not satisfied, staff will inform the party of the option to contact the Ombudsman.
17. The resolution of the complaint may also include; an apology, reconsideration, reimbursement, restitution and/or change in policy, as possible remedies. *The Apology Act* provides that apologies are not admissible as evidence of fault or liability.
18. The CAO will be informed of all complaints/service requests and will be provided with a copy of the response to the Complainant/Service Requester. The CAO may assist with the investigation/review of the complaint/service request.
19. The staff member responsible for entering and tracking the complaints/service requests, shall be provided with copies of all communications between the party and the Township staff so that a complete record can be achieved of how the complaint/service request was handled.
20. Once a complaint is closed a complete copy of all communications and documents shall be placed in the appropriate file.

Complaint Process:

Complaints should be either on the attached form or in a clearly written format, and include information such as:

- a. General Nature of Complaint.
- b. Details of what happened.
- c. **Where did it happen? Is it within the municipality's area of responsibility?**
- d. Specific Date (and time) when it happened?
- e. Who was involved?
- f. What was said or done, or not done?
- g. What kind of resolution is being sought?
- h. Contact details of the Complainant
- i. Any other details that are relevant to the complaint.

Service Request Process:

Service requests should be either on the attached form or in a clearly written format, and include such information as:

- a. Details of the nature of the service being requested.
- b. Any suggestions as to how best to achieve the desired service.
- c. What is currently being provided in terms of the level of service.
- d. Is the Service Requester aware of any other areas where such services are being provided? (neighbouring communities, etc.)
- e. Who is involved in delivering or should be involved in delivering the service?
- f. Contact details of the Service requester
- g. Any other pertinent details relevant to this service request.

APPENDIX F: PROCEDURAL BYLAW RECOMMENDATIONS

WSCS reviewed the procedural bylaw and provided concerns and potential changes by section as well as some wordings as follows:

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
DEFINITIONS	1.1 Definitions	Defer	Without a specific time frame this becomes a tabling motion or your "postpone" motion. So, we would suggest that it should in the definition clearly state the timeline for the deferral of the motion/business of the committee or the council	"Defer" shall mean to delay consideration of the matter for a specific period of time, or following some specific action." You may want to develop a schedule to the by-law that is a bit of a cheat sheet for your council and committees	That the Report from the CBO dated XXXX regarding the 20XX building permit fees be deferred until the Service Delivery Report is finalized and approved by Council. OR. The Correspondence from the XYZ ratepayers be deferred following confirmation from the MPP (insert name) that the Provincial Government will be addressing the species at risk legislation this fall.
	1.1. Definitions	Department Liaison	Throw back in time - what's the current role of council and how much time and energy is spent by council in a quasi management function - "reporting to Council on matters relative to that department"	Not sure this doesn't undermine the CAO's ability to manage the department heads? Where is the accountability?	
	1.1. Definitions	Disposed of	New term	Disposed of means the council/committee has dealt with the matter by way of a vote (which could include adopting, defeating, deferring, referring or some other action as directed by the council or committee	
	1.1 Definitions	Improper Conduct	The rules come before the ruling of the Chair and is there an opportunity under the by-law for any member to challenge the ruling of the chair?	We think the rules should prevail and where there is a concern about the interpretation then the Chair should rule and if the Chair's ruling does not sit well with any member then the member should have the right to challenge the ruling and a	

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				majority of the council will prevail	
	1.1 Definitions	Notice of Motion	The reference to sections 11.1 and 11.2 is incorrect they should read 10.1 and 10.2 respectively. In addition, we are not sure if the definition should be defined by the same works you are seeking to define.	Notice of Motion is the act of providing notice in writing to the Clerk by a member requesting the.....in accordance with the provisions of this by-law	
	1.1 Definitions	Postpone	The concern is this is really a tabling motion it would be far more effective to drop this and include a referral motion in the definition since you already have a definition for defer	"Refer" shall mean to request that the matter under consideration be directed to another entity for some specific reason such as - clarification of the matter or for additional information prior to the matter returning for the Council's consideration.	That the Report from the Treasurer dated XXXX regarding the 20XX Financial Debt Capacity Strategy be referred to the External Auditors for input regarding the schedule outlining the municipal risk analysis. OR. The Correspondence from the the Minister of Municipal Affairs be referred to the Council's Economic Development committee for consideration during their upcoming strategic planning exercise.
	1.1 Definitions	Recording devices	Media Typically will have some type of recording device to support their efforts to cover the meeting	In today's day and age, it seems somewhat draconian to prevent someone from recording the "public" meetings	I've seen the situation where some special interest groups will attend Council for the purpose of taping the meetings and posting same on their web site

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	1.1. Definitions	Signed Document	How about electronic signatures?		We have situations today that allow people to transact real estate deals electronically for significant amounts - suggest that at some time in the future you many need to rethink the signature issue.
GENERAL	2.3 Rules- Suspension	Suspending the rules by a simple majority	The majority of parliamentary guides suggest that it should be 2/3rds - however given the size of the council your number still comes out to 4 votes (rounded up from 3.33)	Suspension of the procedural by-law requires a 2/3rd majority of the Council/Committee which equates to 4 affirmative votes	
GENERAL	2.4. Absence - Mayor - authority	In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as Acting Mayor and shall act in the place and stead of the Mayor and shall have all the rights, powers and authority of the head of Council, while so acting.	Suggest the provision be adjusted to state clearly that the Mayor is the chair - even though the definition of Chair covers it off the provision of the Committee of the Whole states the Mayor as Chair so avoid any confusion by stating the same here in this section.	The Mayor shall be the Chair of the Council meeting and shall maintain order during the meeting. In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as the Chair.	
GENERAL	2.5 Absence of Deputy Mayor	Question is would the appointed member be limited to just that council meeting or would the motion to appoint have some fixed period of time?	If you have a situation where the Mayor is out of the country and the Deputy Mayor is for what ever reason unable to take on the role of acting Mayor you should have some provision to appoint someone for a longer period of time.		
	2.6 Meeting Location	Suggest the first paragraph is ok but consider the option presented for the second paragraph		Council may from time to time direct the Clerk by way of a majority vote to hold a meeting at another venue that is in the municipality subject to the venue being accessible to the public and to provide the appropriate public notice of the meeting and venue.	

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	2.7 Recording Devices	use of cell phones and electronic recording devices	Not sure this is practical in today's day and age - especially if we are moving into greater use of technology. We support the need for the phones to be turned off (especially around the council table) however there are many people who use their phones for social media, taking notes, etc. If you have media folks attending, they tend to rely on their technology to pick up key parts of the meeting so they can review later on.	It may be prudent to delegate the responsibility to the Clerk to determine the use of the recording devices. However, there should be a clear statement that	Sample from other communities where the local cable company videotapes the meetings: All open meetings may be audio and/or visually recorded, broadcast and/or streamed publicly by the Town, Rogers TV, or any other party, provided the process does not disrupt the proceedings of the meeting. Attendees using their own recording, broadcasting and/or streaming devices are encouraged to inform the Clerk or recording secretary to ensure attendees at the meeting are notified through the Presiding Officer. The Clerk shall audio record closed session meetings in accordance with best practices received from the Office of the Ombudsman of Ontario. Audio recordings shall be retained in accordance with the Town's records retention by-law.
SCHEDULE OF MEETINGS	3.1 Inaugural Meeting	Needs a refresh given the specific reference about the 2018 municipal election	In the event of a contentious election and the prospect of a recount is the third Tuesday in November a reasonable date for the inaugural meeting? When does the County swear in the County Council?		
	3.2 Meeting Schedule	There does not appear to be a "summer schedule" that reduces the meetings for the months of July and August and December	Typically, there is a reduced summer schedule to allow for some staff and council time off to balance off the workload		

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		<p>Unless otherwise decided by Council, regular meetings of Council shall be held: On the first and third Tuesdays of each month, commencing at 5:00 p.m., unless otherwise approved in the annual schedule of meetings noted in Section 3.2 above;</p>	<p>Suggest there needs to be a curfew identified here as well - currently the effort to introduce a curfew is found rather inappropriately in Sections 10.10 and 10.11</p>	<p>All meetings shall adjourn at 7:30 pm. Any unfinished business shall be adjourned to the next regular meeting, unless the members attending determine otherwise prior to the hour of adjournment, or the Mayor calls a special meeting to deal with such matters. Where Council elects to extend the meeting beyond the adjournment hour a procedural motion to extend the time by a two-thirds (2/3) vote of members present shall be required. If the meeting is still in session at the 8:00 pm the meeting shall be adjourned with the unfinished business being considered at the next regular meeting or at a special meeting called by the Mayor.</p>	
		<p>On the first and third Tuesdays of each month, commencing at 5:00 p.m., unless otherwise approved in the annual schedule of meetings noted in Section 3.2 above;</p>			

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	3.3 Special Meetings	This section includes two types of special meetings: The first being a special emergency meeting (without citing any specific defined circumstances). The second is under defined circumstances as per the by-law	It should have greater flexibility to: 1) allow the Mayor at any time to call a special meeting of Council due to a time sensitive matter requiring Council's direction to the administration, providing proper notice to members. 2) Upon the receipt of a petition signed by a majority of the members of Council, the Clerk shall call a special meeting, upon receipt of proper written notice, for the purpose and the time specified on the petition. 3) To call an emergency special Council meeting by either the Mayor or the CAO at any time and at any location as determined by the Mayor or Clerk. The purposes for the emergency special meeting are to address an emergency within the meaning of the Township's Emergency Response Plan or any other similar unforeseen circumstance.	Gives a little more flexibility and provides for Council to make the call by way of a petition	
	3.3 Special Meeting Notice	There is a best efforts provision for the notice requirements which is not very transparent	Suggest that you drop the provisions for notice under this section and beef up the next section (4) dealing with notice Sect. 238.2.1		
NOTICE PROVISIONS	4.1 Agenda deemed notice	Adequate notice by way of production of an agenda	The Municipal Act is quite specific in that it requires public notice of all meetings Section 238 (2.1) Mun Act states " The procedure by-law shall provide for public notice of meetings		I'd suggest that in all instances save and except the emergency meeting called in anticipation of a declaration of emergency or during a declared stated of emergency the notice provision might be relaxed.

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	4.2. Agenda Regular meeting	The provision to post publicly should include a time - likely by 4:00 pm	Ideally Council should have 24 hours heads up on the agenda so the can be prepared for any surprises that the public may pursue with them the next day or over the weekend		
	4.3 Special Agenda	Calls for the delivery to be electronically	What would happen in say a major power outage or network issues at Town Hall? You should build in the flexibility to consider other options.	See Duties of the Clerk for what is being suggested	
	4.4 Notice Emergency Agenda not required				
	4.5 Meeting valid no notice				
	4.6 Postponement of meeting				
	4.7 Postponement notice				
<p>REVISED NOTICE PROVISIONS FOR SECTION 4</p>			The following may be appropriate for a new Notice Section	<p>ANNUAL COUNCIL MEETING SCHEDULE: 4.1. Prior to the end of the third quarter of each year, the Clerk shall submit a schedule/calendar of regular meetings for the following year for consideration and adoption by Council. Upon adoption, the schedule will be posted on the Township's website.</p>	
				<p>4.2. Notice - Regular Meetings the Clerk shall give notice to members and to the public of all regular meetings by posting an agenda on the Township's website the Friday prior to the meeting.</p>	

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				<p>4.3 Notice - Special Meetings the Clerk shall give notice to members and to the public of all special meetings by posting an agenda on the Township's website at least 24 hours prior to the meeting.</p>	
				<p>4.4 Notice – Closed Session Public notice of a closed session meeting, that is not to be considered an emergency meeting shall be provided through the posting of an agenda on the Township's website the Friday prior to the meeting.</p>	
				<p>4.5 Notice – Meeting Change In the event a meeting date, time or location changes, the Clerk shall provide notice to members via email and to the public through a posting on the Township's website.</p>	
				<p>4.6 Notice - Emergency Meetings An emergency meeting may be held without notice to the public provided that an attempt has been made by the Clerk to notify all members about the meeting as soon as possible and in the most expedient manner available. An agenda for the meeting will be posted on the Township's website as soon as practical.</p>	
				<p>4.7 Notice Requirements: Each agenda notice shall include the following: a) the date, time and location of the meeting; and b) list the items of business and order of proceedings.</p>	

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				<p>4.8. Postponement of Meeting - Notice. In the event of an unforeseen circumstances or an emergency, a Council meeting may be postponed at the direction of the Mayor. In such event, the Clerk shall notify the members of Council forthwith of the postponement and as soon as possible post the details of the postponement on the Township Website. If the new date and time for the meeting has been established, the notice shall contain such information and provided both to the Council and the public at least twenty-four (24) hours in advance.</p>	
				<p>4.9 Notice Irregularity Notice which has been substantively provided but may not be in strict compliance with this by-law will not invalidate the holding of a meeting or any proceeding taken at a meeting.</p>	

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CLOSED MEETINGS	5.2 Meetings Closed session	A Council, Committee of the Whole, advisory or special committee meeting or part of a meeting may be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended. A Council, Committee of the Whole, advisory or special committee meeting or part of a meeting shall be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended.	So, this section had incorporated both provisions of "MAY" be Closed as well as "SHALL" be closed and it is confusing. For any council member, or member of the public the likelihood they will consult the municipal act on first read is slim to nil. So, we would suggest that you actually break this apart and include the relevant details of when a Council May go in Camera vs when they shall go in camera.	5.2a. A meeting or part of a meeting may be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended. (i) the security of the property of the municipality or local board; (ii) personal matters about an identifiable individual, including municipal or local board employees; (iii) a proposed or pending acquisition or disposition of land by the municipality or local board; (iv) labour relations or employee negotiations; (v) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; (vi) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (vii) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act; (viii) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them; (ix) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to	

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				<p>prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;</p> <p>(x) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or</p> <p>(xi) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26 5.2b. A meeting may also be closed if the meeting is held for the purpose of educating or training the members</p>	

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CLOSED MEETINGS				5.2c. A meeting or part of a meeting shall be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended. If the subject matter being considered is, (i) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council is the head of an institution for the purposes of that Act; or (ii) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.	
	5.3 Closed Session Resolution	5.3 Closed session - resolution required			
		Before holding a meeting or part of a meeting that is to be closed to the public, the Council that is holding the meeting shall state by resolution: a) the fact of the holding of a closed meeting; b) the general nature of the matter to be considered at the closed meeting	Not sure what the intent is here?	5.3. Closed Session Resolution. Before holding a meeting or part of a meeting that is to be closed to the public, Council (Committee) or the Local Board shall state by resolution: a) the fact of the holding of a closed meeting; b) the general nature of the matter to be considered at the closed meeting.	

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	5.4. and 5.5	Both sections deal with voting during closed session	Suggest they be combined into one section	<p>5.4. Voting - Closed Meeting. A meeting shall not be closed to the public during the taking of a vote, except where:</p> <ul style="list-style-type: none"> i) section 5.2a) or c) permits or requires that the meeting be in closed session; and ii) the vote is for a procedural matter or for giving direction or instructions to officers, employees, and/or agents of the municipality and/or local board or persons retained by, or under contract to, the municipality or local board. 	
COUNCIL AGENDA	6.1. Order of Agenda	The Clerk shall prepare the Council Agenda for <i>all regular meetings</i> consisting of the following:	Who prepares the special council meeting agendas?	The Clerk shall prepare the agenda for <u>all</u> Council meetings.	
			Is there any agenda review with the CAO or the Mayor? At a minimum the CAO should be meeting with the Clerk to "manage" the agenda - ideally the Mayor should also be involved so that there can be some discussion around potentially contentious issues. That way the Administration can be better prepared to ensure they have the answers that are likely to be raised		
			Might seem like a picky point but shouldn't the first order of business be to <u>call the meeting to order</u> ?		

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	6.1 (1)	Moment of Silent Reflection	Should include - Opening welcome and Invitation for a moment of silent reflection	Not sure if there is any movement afoot within the community to recognize the historic indigenous territories or potential reconciliation language? If so, this would be the place to consider that type of acknowledgement	
	6.1 (2)	Disclosure of Pecuniary Interest		If the minutes are to be a record without not or comment perhaps you should not indicate that the Mayor reminded the Council Members of their obligation to declare. Simply have the Mayor ask are there any declarations of interest - and if there are none then simply record the Header in the Minutes as Declarations of Pecuniary Interest - None	
	6.1 (3)	Adoption of Agenda	Later in the order of business there is a provision for "new business". This isn't really new business but more "Council announcements"		
	6.1 (7)	Other Business and Staff Reports	Staff Reports and Memorandum	Suggest that the " other business " be dropped and this simply be Staff Reports/Memos based upon what has been noted in the minutes over the course of the past year	
	6.1 (8)	Committee Minutes and Other Reports	Suggest re-word "Other" to "Committee"	Revised: Committee Minutes and Reports	
	6.1 (9)	By-laws	Not sure By-laws should be considered at this stage but perhaps later in the meeting	Most procedural by-laws would place the item near the end of the meeting just ahead of the confirmatory by-law	

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	6.1 (10)	Correspondence - Action Items	Some inconsistency in how some of the correspondence is treated. For instance, November 5, 2019 minutes reflect a number of items of correspondence that were simply received without any formal action. Not sure why they couldn't be part of the Correspondence Information items. Who decides to put some correspondence under action items and others under information items?		
	6.1 (11)	Correspondence/Information Items	See comment above in previous section		
	6.1 (12)	Accounts			
	6.1 (13)	Notices of Motion	Only issue is to re-number it to 6.1.(13a)	O. The mover of a Notice of Motion does not require a seconder for the purpose of putting the Notice of Motion forward to the Clerk.	
	6.1 (13)	Motion - Notice previously given	To allow for those motions to which notice has been given to be placed on the agenda for consideration and debate as separate items of business	6.1 (13b) Motions - Notice Previously Given. Notices of Motion which were previously given at the last council meeting are now properly before the Council for consideration once the motion is moved and seconded and then shall be considered by the Council	

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	6.1 (14)	New Business	Since under 6.1 (3) there is a motion to adopt the agenda, the consideration of new business should be done at that time to add items to the agenda. However, the types of issues that are seen in the minutes are really more along the lines of Council Members making announcements of various initiatives that are underway in the community - i.e. celebration of anniversary, the Rotary Club hosting an event, etc...	Suggest that the Section be retitled as: Council Announcements	
	6.1 (15)	Closed Session	It would be helpful to view some agendas to see how much detail is presented for the benefit of the public and the degree of transparency provided		
	6.1 (16)	Rise from Closed Session with or without a report	What does it mean to report? Is that where some action is expressed by Council?		
	6.2	Deadline for material to be included	Appears that the clerk accepts material on the day of the meeting up to 12 noon. If that is the case that doesn't support Council's ability to review the materials. If misread this and it is actually one week prior to the meeting, then that is great - please clarify	Would suggest that it should read: The deadline for receipt of material by the Clerk to be included in the regular Council Agenda shall be 12:00 noon on the Tuesday one full week prior to the date of the meeting. All written submissions shall be signed by at least one (1) person and may be submitted in its original form, electronically in Portable Document Format (PDF) or by fax.	

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	6.3	Order of Business - as specified - exception	The business of each meeting shall be taken up in the order in which it stands in the Council Agenda, unless otherwise decided by a general consensus of the members present.	The business of each meeting shall be taken up in the order in which it has been presented in the Agenda and adopted by Council, unless a motion to deviate from that order has been considered and adopted by the members present.	
COMMENCEMENT OF MEETING	7.1	Quorum present. As soon after the hour fixed for a meeting as a quorum is present, the meeting shall be called to order by the Chair.	Somewhat awkward - should try to simplify	As soon as there is a quorum present, the Mayor or chair shall call the members to order.	
	7.2	Mayor and Deputy Mayor - Absent – with quorum present (second paragraph). In the absence of the Mayor and Deputy Mayor, the Clerk shall be present and if a Quorum is present, shall call the members to order. The Chairperson shall be chosen from the members who shall preside during the meeting or until the arrival of the Mayor or Deputy Mayor.	Language is awkward so suggestion is being proposed to the second paragraph	In the absence of both the Mayor and Deputy Mayor, and a Quorum of Council is present, the Clerk shall call the members to order. A Chairperson shall be chosen from the members to preside during the meeting or until the arrival of either the Mayor or Deputy Mayor.	
RULES OF DEBATE AND CONDUCT	8.1	Mayor's responsibility	Not sure these are specifically the Mayor's responsibilities as per the definition of the Chair. They are certainly the duties of the Chair.	8.1. Responsibility of the Chair the Chair shall preside over the conduct of the meeting, including the preservation of good order and decorum, ruling on points of order and deciding all questions relating to the orderly procedure of the meeting, subject to an appeal to the Council.	

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	8.2	Mayor’s ability to comment	As per the previous section this is a challenge for the person occupying the Chair	<p>8.2 Chair’s ability to comment and/or debate</p> <p>The Chair may answer questions and comment in a general way without vacating the role, but if he/she wishes to make a motion or to speak on a motion taking a specific position and endeavouring to persuade the Council to support that position, then he/she shall first relinquish the Chair during the proceedings respecting the matter under consideration. The Chair is also required to relinquish his/her role for the purpose of partaking in any debate respecting an issue before the Council/Committee</p>	
	8.3	Mayor must leave Chair to debate	Suggest combine with previous section see recommendation		
	8.7	Motions under debate – questions allowed	Suggest a small tweak to the section	While a matter is under debate, but prior to a vote being called, a member may ask a concisely worded question or seek clarification of the Chair or another member or appropriate staff.	
	8.8	Motion under debate – request to be read at any time	Suggest the heading be reworded for simplicity	Request to have the Motion read	
	8.9	Disruption or offensive language - by member - prohibited	Suggest that the next few sections simply be re-ordered for better flow. Suggest that the section dealing with Interruption of speakers be inserted here	8.9. Interruption of speakers - exception	
	8.10	Disobedience of rules and points of order - prohibited	Suggest the old 8.9 now become the new 8.10	8.10. Disruption or offensive language - by member - prohibited	

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	8.11	Interruption of speakers - exception	Suggest that 8.10 now become the new 8.11	8.11. Disobedience of rules and points of order - prohibited	
	8.12 through 8.15	No changes suggested			
	8.16	Disorderly conduct - failure to leave seat - removal by Ontario Provincial Police	Suspect that the OPP would likely not attend unless there was some type of threat or physical assault involved. Perhaps this should be an automatic referral/complaint to the Integrity Commissioner	If a member fails to comply with the will of Council and to vacate his/her seat after an affirmative vote by a majority of the Council and being ordered to do so by the Chair in accordance with section 8.13. The Clerk shall on behalf of Council file a formal complaint to the Township's Integrity Commissioner for the purpose of conducting a full investigation into the matter.	
QUESTIONS OF PRIVILEGE POINTS OF ORDER	9.2	Administration - integrity questioned - procedure	Suggested edits	If a member believes that the integrity of a member of the administration has been impugned or questioned, the member may raise the matter as a point of order, and request the Chair to permit the C.A.O., Clerk or his/her designate to make a statement to the Council.	

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<p>MOTIONS - ORDER - PUTTING MOTIONS</p>	<p>10.1</p>	<p>Notice of motion - filed with Clerk</p>	<p>Suggest minor update as well as allowing Notice of Motion to be given verbally at a council meeting</p>	<p>Notices of motion submitted in writing to the Clerk shall be placed on the next regular meeting of Council. The mover of a Notice of Motion does not require a seconder for the purpose of putting the Notice of Motion forward to the Clerk. It is also possible for a Member to verbally introduce a Notice of Motion at a Council Meeting. Following the introduction of the verbal Notice of Motion, the Member is required to submit the Notice of Motion to the Clerk prior to the conclusion of the Council Meeting. The written Notice of Motion will prevail in the event there is a discrepancy between the verbal Notice and the written version.</p>	
	<p>10.2</p>	<p>Question - urgent - included in Agenda</p>	<p>The issue is actually to amend the agenda for the purpose of considering a matter that is both timely and urgent. Suggestion is that at the Adoption of the Agenda Stage a Member should have the ability to introduce the item of business and make the case for its urgency. No reason why the Member couldn't circulate the issue in advance to the Clerk and copy Council to alert everyone to the fact that the Member will be seeking to "waive" the procedural by-law for the purpose of introducing the item of business. So, a Motion to Waive the provisions of the procedural by-law would be introduced</p>	<p>Notwithstanding the provisions of this by-law, a member may under exceptional circumstances be permitted to introduce a motion to waive the provisions of this by-law for the purpose of introducing business of an urgent and timely nature. The Member would first seek by way of a motion to waive the provisions of the a notice of motion to the Clerk within the deadline prescribed in section 6.2 of this by-law indicates in writing to the Clerk that the notice of motion is a question of urgency, the Clerk shall introduce the notice of motion in the Agenda at Item 13. (New Business) as identified in section 6.1 of this by-law.</p>	<p>At time the motion to adopt the agenda is being considered the Member would seek to be recognized and state the following: Your worship and Members of Council We would like to introduce a motion for the purpose of waiving the procedure by-law in order the we might be in a position to consider a formal motion respecting "XYZ". The matter is both urgent and timely given the current circumstances of the municipality and our residents so We would seek Council's favourable consideration to waive the rules in order that we may consider the motion at the appropriate time in the</p>

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			<p>and if the motion carried by a 2/3rds vote then the Members Motion would be added to the Agenda under "Motions"</p>		<p>meeting. The Motion to waive the rules requires a seconder and then the motion to waive the rules would require a 2/3rd vote (meaning 4) If that vote carries then the Member would introduce a Motion duly seconded which would simply be to incorporate as part of the agenda another motion. The Member should read the motion which he is seeking to have included as a Motion later on in the business. The matter would then be voted on and a simple majority would be required to amend the agenda for the purpose of including the new motion as part of the Council business (under the heading "Motions"). The Chair would call the vote on amending the agenda and if it carries then the amendment is made to the agenda. Then the Chair would call the vote on adopting the agenda as amended.</p>
	10.3	Notice - Agenda-Consideration - conditions	<p>Suggest this is not necessary. The procedural by-law is intended to protect the interest of the minority not the majority. The majority always have the ability to vote anything down the procedural by-law should try to protect the interests of the minority</p>	<p>Delete this section. And re-number the other sections that follow</p>	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	10.4	Motions for giving leave - non-amendable - debatable	This is more akin to legal proceedings rather than a council meeting - has it ever been used? If so, what were those conditions	Delete this section and re-number the other sections that follow	
	10.5	Motion - seconded before debate - exception	Suggest some slight changes to the section	All motions shall be seconded before being considered, debated or put to a vote with one exception. Motions presenting a recommendation from the Committee of the Whole, advisory or special committee will only require a mover prior to being considered, debated or put to a vote.	
	10.6	Withdrawal - before put-requirement	suggest some minor tweak	Once a motion has been moved, seconded and presented by the Chair, the motion shall be deemed to be in the possession of the Council/committee, however at the request of the mover and seconder and with the permission of the Council/committee the motion may be withdrawn at any time before the motion is disposed of.	
	10.7	Motion under debate – other motions permitted	The curfew time has been included now in Section 3.2	10.7 (b) to proceed beyond the curfew hour	
	10.8	Motion to adjourn - qualifications	simple change - drop the "qualifications"		
	10.9	Motion to adjourn - rejected - procedure	simple change -drop the "rejected - procedure"		
	10.10	Adjournment - extension-maximum -permissible	drop this as it is now covered under Sec. 3.2	re-number the rest of section 10 once you drop this provision	
	10.11	Motion to proceed beyond 7:30 p.m. - qualifications	minor edit to the description	Motion to proceed beyond the meeting curfew	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		A motion to proceed beyond the hour of 7:30 p.m. shall: (a) not be amended; (b) not be debated; and (c) always be in order, except when a member is speaking or the members are voting.	minor edit to language	A motion to proceed beyond the hour established for the meeting curfew shall: (a) not be amended; (b) not be debated; and (c) always be in order, except when a member is speaking or the members are voting.	
	10.12	Motion to table - qualifications	drop the "qualifications"	Motion to table	
	10.13	Motion to table - accepted - procedure	Suggest "accepted-procedure" be dropped in favour of "future consideration"	Motion to table - future consideration: Once a motion to table has been decided in the affirmative by a majority of the members present then the matter will not be lifted from the table until a notice of motion has been filed with the Clerk for such purpose	
	10.14	Motion to put the question - qualifications	Suggest the wording be modified	Motion to call the question	
		A motion to put the question (to close the debate) shall:		A motion to call the question (to close the debate) shall:	
		(a) not be amended;		(a) not be amended;	
		(b) not be debated;		(b) not be debated;	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		(c) not be introduced by a Council Member who has already spoken to the motion or amendment under debate, except a motion to proceed beyond the hour of 7:30 p.m.;		(c) not be introduced by a Council Member who has already spoken to the motion or amendment under debate, except a motion to proceed beyond the curfew hour.;	
		(d) apply to the motion or amendment under debate at the time when the motion to put the question is made;		(d) apply to the motion or amendment under debate at the time when the motion to call the question is made;	
		(e) not be received in any committee;		(e) not be received in any committee;	
		(f) be moved using the words "that the question now be put" and the mover and the seconder shall not be permitted to speak to the motion to put the question; and		(f) be moved using the words "please call the question"; and	
		(g) not be permitted either when a motion or an amendment on the floor involves the approval of an expenditure by the Council that is \$1,000,000.00 or greater.		suggest that you drop this condition - simply from the reason that the majority will prevail on the question given it can be permitted on values up to \$999,999.99	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	10.15	Motion to put the question - accepted - procedure	drop the word "qualification"	Where a motion to put the question is decided in the affirmative, then the matter under debate (motion) or an amendment to the motion shall be put to a vote on immediately without further debate or comment.	
	10.16	Motion to postpone - to a certain time - qualifications	Suggest that this be retitled as a deferral motion	Motion to Defer: A motion to defer consideration of a matter to a certain time shall: (a) be open to debate as to the merits of deferral only; (b) be amendable as to the time; and (c) can be reconsidered	
	10.17	Motion to refer - qualifications	Suggest a minor tweak to the provisions	Motion to Refer: A motion to refer a matter under consideration to another Committee, or to the Administration or elsewhere for a specific reason, (to obtain additional information or to investigate a matter and report back with a recommendation, shall be: (a) be open to debate; (b) be amendable; and (c) preclude amendment or debate of the preceding motion, unless the motion to refer is resolved in the negative, in which case the preceding motion shall be open to debate and amendment.	
	10.18	Motion to amend - qualifications	Only suggest that "qualifications" in the title be dropped		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	10.19 10.20 and 11.1	Motion to amend - Main motion. Amendment to amendment - voting on first. Amendment to amendment - voted on	Suggest these three be combined as proposed	10.19. Motion to amend: Only one motion to amend the main motion shall be permitted consideration at any one time. An amendment to the amendment of the main motion shall be allowed, however the amendment to the amendment shall be voted on first before any other motions are permitted to amend the amendment.	
	10.?? NEW SECTION	Motion to Reconsider	Motion to Reconsider	Motion to Reconsider: A motion to reconsider a decided matter shall be in order only if the action contemplated in the motion has not been acted upon or substantially completed. A motion to reconsider can only be made by a member who voted in the majority when the matter was first considered. A motion to reconsider can be brought forward at the same meeting where the matter was decided provided that the Member can present a reasonable argument to the Chair that there was a clear misunderstanding of the question that was put. A motion to reconsider is not debatable and shall be decided by a majority of Council prior to reconsidering the original motion. If the motion to reconsider is decided in the affirmative then the original matter shall become the next order of business.	
VOTING	11.1	Combined with 10.19			
	11.2	Voting order	No change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.3	Propositions - voted on separately- division of motion	Suggest a change in heading only	Dividing the Motion for voting purposes	
	11.4	Motion to vote - immediately- after all have spoken	suggest a change in heading only	Voting on a Motion	
	11.5	Speaking- after motion - before vote announced	Suggest the be dropped as it is not necessary		
	11.6	Mandatory Vote - all members Every member present shall vote on every motion unless the member indicates a conflict of interest, in which case the member shall recuse themselves from the vote. <u>The Chair shall vote only in the event of a tie or a recorded vote.</u>	Municipal Act allows a voted for each member of Council - what do you do when there is a recorded vote? Do you ask the Mayor?	Mandatory Vote - all members Every member present shall vote on every motion unless the member indicates a conflict of interest, in which case the member shall recuse themselves from the vote.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.7	No vote - deemed negative Notwithstanding the provisions of section 11.6 of this by-law, every member, except the Mayor, who is not recused from voting by reason of a declared conflict of interest, shall be deemed to be voting against the motion if he/she declines or abstains from voting.	Suggest changes provided the decision is to allow the Mayor to vote. See modification	Abstaining from vote Every member, who is not recused from voting by reason of a declared conflict of interest, shall be deemed to be voting against the motion if he/she declines or abstains from the vote.	
	11.8. 11.9	Secret voting - on motion prohibited Putting the question to vote - qualifications	Suggest combining these two sections. This will require re-numbering the balance of the sections	11.8. Voting on motion. When putting a question to the vote, the Chair will first ask those in favour of the adoption of the motion to indicate so by raising their hands, then ask for those opposed to its adoption to indicate so by raising their hands. At no time is it permissible for a motion to be determined by way of a secret ballot	
	11.10	Leaving seat - disturbance during vote - prohibited	no change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.11. and 11.12	Result - announced - by Chair. Result - disagreement - objection immediate - retaken	Suggest combining these two sections	11.11. Announcing the Result of the Vote: The Chair shall announce the result of every vote. Where a Member disagrees with the result announced by the Chair, he/she may object immediately to the Chair's declaration and, with the consent of the Council, the vote shall be retaken.	
	11.13	Tie Vote - deemed negative	Suggest a change to the Header and minor tweak	11.13. Tie Vote - Motion Defeated. When there is a tie vote on any motion, it shall be deemed to have been decided in the negative.	
	11.14	Recorded Vote - called for - before vote or immediately after	Suggest a change in the header no change to the actual working of the section	Request for a recorded vote	
	11.15	Recorded vote - names - entered in minutes	suggest deleting this section see combined section 11.17		
	11.16	Voting - number of members - calculation	suggest deleting this section as it has been combined with 11.17		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.17	<p>Voting - Recorded vote When a recorded vote is requested, such request must be made, prior to the Chair calling for the vote on the question or immediately following the vote prior to any other matters being discussed or debated. When such a request has been made, the Clerk shall ask each member to indicate by voice their vote in the affirmative or negative to the motion. The Clerk shall record the name and vote of every member in the following order: Dummer Ward Councillor, Douro Ward Councillor, Councillor at Large, Deputy Mayor and then the Mayor, and shall report the result of the vote to the Chair.</p>	Suggest header be Recorded Votes	<p>11.17. Recorded Votes. A request for a recorded vote can be made prior to the Chair calling the vote on the question or immediately following the vote. When such a request has been made, the Clerk shall record for the Council Minutes, the name and vote of every member in the following order (Ward Councillor for Dummer; Ward Councillor for Douro, Councillor at Large, Deputy Mayor and then the Mayor) unless said member has excluded themselves by reason of the Municipal Conflict of Interest Act, R.S.O 1990, c. M. 50.</p>	
RECONSIDERATION	Part 12	<p>All of these provisions have been rolled into the Motion Section of the By-law</p>			

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<p>DELEGATIONS</p>	<p>18.1. and 18.3 and 18.5</p>	<p>Written request - to Clerk - for Council and Committee of the Whole</p>	<p>recommend that combine the two sections</p>	<p>18.1 Disclosure fo Pecuniary Interest. If a member has any pecuniary interest, direct or indirect, in any matter in which the Council is concerned and if he/she is present at a meeting at which the said matter is the subject of consideration, then he/she shall: a) Disclose his/her interest and the general nature thereof at the appropriate juncture of the Council meeting or prior to any consideration of the matter at the meeting b) Leave the council chambers c) Refrain from taking part in any consideration or discussion of the said matter d) Refrain from voting on any motion in regard to the said matter e) Not attempt in any way to influence the vote on the matter before, during or after the meeting on such questions. f). If a member is absent from the meeting where the matter is dealt with by Council, the member shall disclose the interest and the general nature thereof at the next regular meeting is attended by the member. g) The member that discloses a pecuniary interest shall provide a written statement of the interest and its general nature with the Clerk. 18.1 a) The Clerk shall keep a registry of the written statements on file which shall be available for public inspection.</p>	
	<p>18.2</p>	<p>Pecuniary Interest - ...Closed Session</p>	<p>No change to the details</p>	<p>18.2. Disclosure of Interest in Closed Session</p>	
	<p>18.3</p>	<p>merged with 18.1</p>			

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	18.4	Pecuniary interest - minutes	suggest header change	Recording pecuniary interest in Minutes	
				no change to the language	
	18.5	merged with 18.1			
	18.6	Non-compliance - by member - validity not affected	suggest header change	Failure to disclose - validity not affected	
	18.7	Disclosure - by majority - quorum - requirement	Suggest some slight modification to language	Disclosure impact on quorum: When a majority of members disclose an interest in accordance with this by-law and the Municipal Conflict of Interest Act, as may be amended fro time to time, the remaining number of members eligible to vote shall constitute a quorum of the council for the purpose of dealing with the matter, so long as there are at least two members to consider the matter.	
CONFIRMING BY-LAW	19.1	Proceedings -all matters	Suggest title change. Why does this section refer to one or more by-laws? When is the last time Township passed two confirmatory by-laws?	By-law to confirm the Council proceedings	
	19.2	Non-amendable non-debatable	no change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<p>COMMITTEE OF THE WHOLE AGENDA</p>	<p>20.1</p>	<p>Committee of the Whole Agendas - composition - prepared by Clerk. The Clerk shall prepare Agendas for the Committee of the Whole consisting of the following parts: 1. Call to Order 2. Disclosure of Pecuniary Interest 3. Adoption of Agenda 4. Delegations, Petitions or Presentations 5. Managers’ Updates – Quarterly Reports 6. Other Business 7. New Business 8. Closed Session 9. Adjournment</p>	<p>Suggest title change and some streamlining</p>	<p>20.1 Order of Agenda: The Clerk shall prepare Agendas for the Committee of the Whole consisting of the following parts: 1. Call to Order 2. Disclosure of Pecuniary Interest 3. Adoption of Agenda 4. Delegations, Petitions or Presentations 5. Reports - Managers Updates – Quarterly Reports 6. New Business (Business added to the agenda) 7. Closed Session 8. Rise and Report 9. Adjournment</p>	
	<p>20.2</p>	<p>Confidential Items - general description by Clerk. The Clerk shall include in the Agendas for the Committee of the Whole a description of the general nature of matters to be considered in a closed meeting under Item 10. (Closed Session) of the Committee of the Whole Agendas.</p>	<p>Change header and adjust wording</p>	<p>Confidential Matters the Clerk shall include in the Agenda for the Committee of the Whole a description of the general nature of matters to be considered in a closed meeting under Item 7 (Closed Session) of the Committee of the Whole Agenda.</p>	
<p>COMMITTEE OF THE WHOLE</p>	<p>21.1</p>	<p>Chair - designated - report to Council the Mayor shall be the Chair of the Committee of the Whole and shall maintain order during the meeting.</p>	<p>Change header and suggest shift the Deputy into this section as well. Also, the powers being conferred in the original by-law seem to go well beyond being chair. If the intention is to confer those powers then suggest that not be under the procedural by-</p>	<p>Mayor Designated Chair. The Mayor shall be the Chair of the Committee of the Whole and shall maintain order during the meeting. In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as the Chair</p>	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
			law but instead by way of an appointment by-law		
	21.2	<p>Chair – if Mayor or Deputy Mayor absent In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as Acting Mayor and shall act in the place and stead of the Mayor and shall have all the rights, powers and authority of the head of Council, while so acting. In the event that the Deputy Mayor is unable, for any reason, to act in the place and stead of the Mayor and a quorum is present, the Clerk shall call the meeting to order and a member shall be appointed to act in the place and stead of the Mayor and shall have all the rights, powers and authority of the head of Council, while so acting.</p>	Recommend to soften this section by shifting the Deputy Role up to the previous section and allow this section to be for an appointment of chair	<p>Chair – Appointment In the event that the Deputy Mayor is unable, for any reason, to act in the place and stead of the Mayor and a quorum is present, the Clerk shall call the meeting to order and a member shall be appointed to act as the Chair for the duration of the meeting.</p>	
	21.3	Report - to Council - all matters referred	No change in substance other than header	Report to Council	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	21.4	Meetings - regular - schedule. The Committee of the Whole will meet quarterly, when possible, throughout the year.	suggest 21.4 and 21.5 be merged	Meeting Schedule. The Committee of the Whole will meet quarterly or as frequently as it is deemed necessary by Council.	
	21.5	Meetings - apart from regular - permitted The Committee of the Whole may meet apart from regular meetings when deemed necessary by Council.	suggest 21.4 and 21.5 be merged		
	21.6	Meeting - in closed session - decided by majority vote	Concern here is transparency and public notice. Not to suggest meetings like this can't occur.		
	21.7	Rules of Procedure	no change		
	21.8	Vote - by Chair - permitted - exception The Chair of the Committee of the Whole may vote on any motion after the other members have voted, except when the Chair is disqualified from voting by reason of a declared conflict of interest.	Suggest to drop this if you agree with provisions of section 11 where the Mayor/Chair be permitted to vote. So, if the rules will be followed in Committee of the Whole as they are in Council then this is redundant		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	21.9	<p>Report - meeting - consideration by Council The report and recommendations of the Committee of the Whole shall be treated in the same manner as committee reports when considered by Council.</p>	Suggestion is to combine 21.9 and 21.10	Report to Council: The report and recommendations of the Committee of Whole shall be considered under reports from Committees and may be adopted and confirmed by the Council in a single motion or the recommendations may be dealt with and voted on separately if a member of Council requests a separate vote on each recommendation.	
	21.10	<p>Report - recommendations - adopted – confirmed by Council The report and recommendations of the Committee of the may be adopted and confirmed by the Council in a single motion and the passage of such a motion shall be taken to confirm and adopt all of the recommendations contained in the report, except for those recommendations dealt with or voted on separately.</p>	suggestion is to combine 21.9 and 21.10		
DEPARTMENT LIAISONS	22.1 through 22.3		Seems to have fallen out of favour - question whether this should continue	Recommendation is to drop this provision	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<p>ADVISORY AND SPECIAL COMMITTEES</p>	<p>23.1. through 23.4</p>	<p>Advisory and Special Committees – Appointment - by Council An advisory or special committee may be appointed by the Council by resolution or by- law to consider and report on a specific subject, project or undertaking. Council shall designate one of its members to each advisory or special committee.</p>	<p>Recommend Combining 23.1 through 23.4. One thing that should be considered is the recruitment process for these committees and whether it should be included in the by-law</p>	<p>Advisory and Special Committees. a) An advisory or special committee may be appointed by the Council by resolution or by- law for the purpose of providing a report on a specific subject, project or undertaking. b). Council shall designate one of its members to each advisory or special committee for a term of up to two years c) The Committee shall report its progress in writing respecting the matters directed to it by Council at least annually.</p>	
		<p>Advisory and Special Committees – Member – Term The term of a member serving on an advisory or special committee shall be two (2) years, after which time Council shall review the composition and determine the composition for the next two (2) year term</p>			
		<p>Advisory and Special Committees - Rules of Procedure The rules governing the procedure of the Council and the conduct of its members shall be observed in all Advisory and Special Committees.</p>			

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		Advisory and Special Committees - Report - to Council Advisory and special committees shall consider and report to the Council in writing on any other matter which has been referred to the Committee by resolution of the Council and on all matters connected with the duties imposed on them respectively.			
	23.5	Mayor - Member - Ex officio - all committees	suggest header change no change to details	Mayor - Ex Officio Member	
	23.6	Chairs - appointment - nomination - procedure	header change only	Appointment of Chair	
	23.7	Vice Chairs - appointed - first meeting	header change only	Appointment of Vice Chair	
	23.8	Motions - Seconded	no change		
	23.9	Minutes - report to Council	no change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	23.10 - and 23.11	Reports - adopted - confirmed- by motion. Recommendation - separate vote - upon request	recommend combining	Adoption of Reports: The reports and/or minutes of advisory and special committee meetings may be adopted and confirmed by the Council in a single motion and the passage of such a motion shall be taken to confirm and adopt all of the recommendations contained in the report, with the exception when a member requests, prior to the adoption of an advisory and special committee report and/or minutes, that a specific recommendation be voted on separately due to a declared conflict of interest, and such a request shall not require the introduction of a motion	
	23.12. and 23.13	Agenda - distribution - deemed notice. Agenda - not received - validity - not affected	combined 23.12 and 23.13	Agenda publication - notice: upon the publication and distribution of the meeting Agenda notice shall be served on the members of the advisory or special committee of the meeting. The failure to receive the agenda by a member shall not affect the validity of the committee meeting or any action taken therein.	
REPEAL - ENACTMENT - AMENDMENT	24.1	By-laws - previous	Will need to be updated to reflect By-law 2018-09		
	24.2	Effective Date	will need to be updated to reflect revised date		